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Report on the first regular session 2002 (28 January-8 February 2002, New York)*

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* The collection and analysis of current data required to present the Executive Board with the most up-to-date information has delayed submission of the present document.

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I. Organizational matters

1. The first regular session 2002 of the Executive Board of UNDP and UNFPA was held at United Nations Headquarters, New York, from 28 January to 5 February 2002. It was preceded by the joint meeting of the Executive Boards of UNDP/UNFPA and the United Nations Children's Fund (UNICEF) with the participation of the World Food Programme (WFP) on 25 January 2002.

2. The Executive Board elected the following members of the Bureau for 2002:

President:	H.E. Mr. Dirk Jan van den Berg	(Netherlands)
Vice-President:	H.E. Ms. Noemí Espinoza Madrid	(Honduras)
Vice-President:	Mr. Hazem Fahmy	(Egypt)
Vice-President:	Mr. Bali Moniaga	(Indonesia)
Vice-President:	Dr. Jana Simonová	(Czech Republic)

3. The President of the Executive Board made an opening statement in which he thanked members for having elected him as the President of the Board for 2002. He looked forward to engaging the Board in constructive dialogue with the Administrator of UNDP and the Executive Director of UNFPA on ways and means to improve the effectiveness and efficiency of their work.

4. He stressed the necessity to incorporate lessons learned and felt that the Board, as a partner of the United Nations organizations, could ensure that lessons were also learned at the donor and agency levels. He also noted the tremendous sense of urgency concerning the debate on aid effectiveness in donor countries where people were concerned about real and sustainable results on poverty reduction.

5. The President observed that aid could only work when the right policy environment prevailed. The quality of national governance remained the single most important factor and key to, inter alia, security, empowerment, access to opportunities and assets. He stressed that donors should also demonstrate accountability, abandon isolated projects, harmonize procedures, pool resources and make long-term commitments. The United Nations also needed to harmonize and simplify its procedures and pay particular attention to the development of capacities at the national level.

6. Regarding ownership and the local context, the President stated that the Millennium development goals (MDGs) needed to be converted into individual country targets. Each country should draw up its own plan according to its own specific conditions with the participation of local government and civil society organizations (CSOs). In that regard, he commended the progress made with the common country assessment (CCA), the United Nations Development Assistance Framework (UNDAF) and the poverty reduction strategy papers (PRSP).

7. He concluded by stressing the importance of coherence at the national and international levels in poverty-reduction activities. Coherence could be pursued within development policy, via foreign policy in general, through interdepartmental collaboration and the international policies of institutions and organizations such as the World Bank, the International Monetary Fund (IMF), the World Trade Organization (WTO) and the United Nations. The Executive Board had its specific responsibility in the area of international coherence. He observed that there was increasing international consensus on how and why UNDP should

work towards poverty reduction as reflected in the MDGs and called on the Executive Board to put words into deeds.

8. The Executive Board approved the agenda and work plan for its first regular session 2002 (DP/2002/L1 and Corr.1 and 2), as orally amended.

9. The Executive Board approved the report of the annual session 2001 (DP/2001/20).

10. The Executive Board approved the report of the second regular session 2001 (DP/2002/1).

11. The Executive Board approved its annual work plan for 2002 (DP/2002/CRP.1).

12. The Executive Board agreed to the following schedule of future sessions of the Executive Board in 2002:

Annual session 2002: 17 to 28 June 2002 (Geneva);
Second regular session 2002: 23 to 27 September 2002.

UNDP segment

II. UNDP Business Plans, 2000-2003

13. In his introductory statement, the Administrator reviewed the opportunities that the adoption of the Millennium development goals (MDGs) – and the upcoming International Conference on Financing for Development, to be held in March 2002 in Monterrey, Mexico, and the World Summit on Sustainable Development, to be held in August and September 2002 in Johannesburg – presented for UNDP to position its work against poverty in a broader global context. He also reported on the role of UNDP in Afghanistan and the challenges ahead in the recovery and reconstruction effort.

14. The Administrator introduced the update on the UNDP Business Plans, 2000-2003 (DP/2002/CRP.2) and the update on the role of UNDP in crisis and post-conflict situations: organizational changes (DP/2002/CRP.3). He outlined the tremendous progress that had been achieved in the implementation of the Business Plans and stressed the commitment of UNDP to improving overall performance with a view to helping programme countries to build the capacities needed to bring about sustainable development.

15. The delegations highly commended the Administrator and staff for the achievements recorded in 2001 and underscored the comparative advantage of UNDP in the recovery and reconstruction effort in Afghanistan. In that regard, they endorsed the creation of the Bureau for Crisis Prevention and Recovery and the appointment of the Director at the Assistant Administrator level. Several delegations, however, regretted that the consultation process leading to the appointment had not been adequate. Other delegations advised that it was necessary to avoid creating an imbalance in UNDP priorities in favour of Afghanistan.

16. With respect to the update of the Business Plans, delegations noted and welcomed the increased level of staff satisfaction as contained in the preliminary results of the survey. The staff response represented a clear indication that the somewhat painful reform of the past two years had begun to produce positive results. In that regard, they underscored the positive impact of the decentralization and re-profiling of country offices as proof that the reform process was influencing the ability of UNDP to perform as envisaged in the Business Plans. Several delegations called on UNDP to play a special role, as appropriate, in matters relating to global public goods.

17. Delegations reaffirmed that regular (core) resources remained the bedrock of the organization's activities and called for an increase in core funding. One delegation warned of the potential danger of replacing country-driven programming with donor-driven programming through the use of thematic trust funds (TTFs). Another delegation requested a report on the management of TTFs and stressed the need to use non-core resources in a constructive, systematic manner.

18. Discussion on partnerships focused on long-term plans for partnership surveys and the need to demonstrate real, substantive development results from strengthened partnerships.

19. Many delegations welcomed the heightened focus on the six practice areas and the development of knowledge networks. For easy reference to previous years, delegations requested that future updates of Business Plans on the impact of the reform process should include tables showing actual results and planned actions.

20. In response, UNDP officials concurred that future updates would provide more information, including supporting tables on the implementation of the Business Plans. They suggested that UNDP make a presentation on the balance scorecard system to the Executive Board and provide a web-link to its members. They agreed that a report on the management of TTFs would be presented to the Executive Board and decided to provide more information on the partnership survey, which would be extended to 30 countries in 2002.

21. The Executive Board took note of the update on the Business Plans, 2000-2003 (DP/2002/CRP.2).

22. The Executive Board took note of the update on the role of UNDP in crisis and post-conflict situations: organizational changes (DP/2002/CRP.3)

III. Country cooperation frameworks and related matters

Second regional cooperation framework for Africa

23. The Director, Regional Bureau for Africa (RBA), introduced the second regional cooperation framework (RCF) for Africa, 2002-2006 (DP/RCF/RBA/2), noting that it was the result of a careful process of research and consultations with major stakeholders. Accordingly, the framework was in line with the priorities in the New Partnership for Africa's Development (NEPAD) and the UNDP global cooperation framework (GCF). The RCF focused specifically on strengthening democratic and participatory governance; making globalization work for Africa; prioritizing conflict prevention, peace-building and disaster management; and reducing the HIV/AIDS threat in Africa. The RCF had a budget of $100 million from regular resources while $70 million was expected from non-core sources.

24. Delegations commended RBA on the quality, relevance and focus of the RCF and the consultation process. They also endorsed RBA assistance to Africa in its transition from the Organization of African Unity (OAU) to the African Union.

25. Delegations, however, expressed concern and sought clarifications regarding limited resources in relation to the scope of the challenges; consultations with the Friends of the Organization of African Unity (OAU) (a consortium of donors supporting OAU); the issue of access to HIV/AIDS drugs and future RBA consultations with bilateral partners.

26. In response, the Director observed that each of the focus areas in the framework contained its own resource mobilization and partnership strategy and the $70 million from non-core sources was only an indicative figure.

27. He reported that a new round of consultations with partners, including those that were bilateral, would be undertaken shortly as part of the programming exercise. He further reported that consultations with the Friends of OAU had already taken place in Addis Ababa as part of preparations for the RCF. He concluded by observing that during the implementation of the RCF, the negotiating capacity of OAU with pharmaceutical companies would be strengthened.

28. The Executive Board approved the second regional framework for Africa, 2002-2006 (DP/RCF/RBA/2).

Second regional cooperation framework for Latin America and the Caribbean

29. The Director, Regional Bureau for Latin America and the Caribbean, introduced the second regional cooperation framework for Latin America and the Caribbean region, 2001-2005 (DP/RCF/RLA/2). She noted that it was prepared in close consultation with Governments and other stakeholders and complied with regional priorities on poverty reduction and inequality, democratic governance, energy and climate change with cross-cutting themes of gender and development, information and communication technology and human development at the local level. She noted that $16 million had been allocated from regular resources. Another $40 million would be mobilized from non-core resources. The Director

stressed that the programme would be implemented in partnership with many stakeholders from inside and outside of the region, as had been done during the first RCF.

30. Delegations concurred that the focus areas in the document were in line with regional priorities and the UNDP Business Plans. They expressed concern, however, at the decline in the level of resources for the programme and sought information on a strategy to mobilize additional resources. They also requested that UNDP report on the impact on the programme of the reduction in core resources to the Executive Board at its annual session 2002. The Director agreed to comply with the two requests.

31. Regarding corruption, the Director informed the Executive Board that other development partners were providing support in that area. She reported, however, that UNDP had provided assistance to Governments upon request under the first RCF.

32. The Executive Board approved the second regional framework for Latin America and the Caribbean, 2001-2005 (DP/RCF/RLA/2).

Regional cooperation framework for the Arab States

33. The Director, Regional Bureau for the Arab States, introduced the second regional cooperation framework for the Arab States, 2002-2005 (DP/RCF/RAS/2). She reported that the RCF was the result of extensive consultations and stressed that the three focus areas – globalization, governance and knowledge – represented the real needs of the region. The Director underlined the results-orientation of planned activities, their demand-driven nature and their mutually reinforcing effects as well as the importance of developing strong substantive and financial partnerships in developing initiatives. The RCF had a total budget of $33 million.

34. Delegations expressed satisfaction with the RCF and the introductory remarks of the Director. Several delegations commended the launching of the Arab human development report and the participatory approach used in the preparation of the RCF. The three focus areas were endorsed. Some clarifications, however, were sought about human security and HIV/AIDS. In addition, delegations noted that the education (knowledge) pillar was markedly well developed.

35. In her response, the Director noted that in the RCF human security referred to the net result of human development. She explained that HIV/AIDS did not affect the Arab States to the same degree as in other regions but that that was no grounds for complacency. She instanced several CCFs in the region where the issue was being addressed comprehensively.

36. The Executive Board approved the second regional cooperation framework for the Arab States, 2002-2005 (DP/RCF/RAS/2).

Country cooperation frameworks

37. The Executive Board approved 25 new country cooperation frameworks (CCFs) and took note of the extensions of 14 ongoing CCFs (DP/2002/8) on a no-

objection basis. The Board also approved an independence bonus for Yugoslavia (see decision 2002/4 in the annex to the present report).

IV. UNAIDS

38. The acting Director of the Bureau for Development Policy (BDP) introduced the report on UNDP contributions towards reversing the HIV/AIDS epidemic in the context of the United Nations system strategic plan for HIV/AIDS for 2001-2005 (DP/2002/3). He reported that HIV/AIDS was a top priority for UNDP and one of its six main practice areas. As one of eight co-sponsors of the Joint United Nations Programme on HIV/AIDS (UNAIDS), UNDP focused on creating an enabling policy, legislative and resource environment for an effective response to HIV/AIDS. UNDP therefore helped countries to address the governance challenge of planning, coordinating and implementing a multisectoral response to the epidemic, focusing on five specific services offered to programme countries: advocacy and policy dialogue; capacity development; mainstreaming HIV/AIDS with development planning; human rights and multi-media information services.

39. The Principal Advisor and Team Leader on HIV/AIDS, BDP, stressed the need for unprecedented social and political mobilization across all sectors, the centrality of changing attitudes and norms about HIV/AIDS, gender relations and the rights of people affected by the epidemic.

40. The Director of UNAIDS in New York stated that the epidemic required the unprecedented mobilization of the entire United Nations system in support of national responses to HIV/AIDS. He appreciated the links between the UNDP programme, the overall goals of the United Nations system strategic plan, the Declaration of Commitment of the United Nations General Assembly Special Session on HIV/AIDS, the Millennium development goals and the key role of UNDP in promoting a coordinated United Nations response at the country level through the resident coordinator system.

41. Delegations endorsed the new strategic direction of UNDP and the five specific areas of services outlined in document DP/2002/3. Several delegations stated that the new strategy was in line with the overall mandate and comparative advantage of UNDP in the areas of governance, coordination and capacity development and emphasized the organization's key role in supporting the multisectoral response to the epidemic.

42. One delegation regretted that the issue of HIV/AIDS had been absent in preparations for the International Conference on Financing for Development to be held in March 2002 in Monterrey, Mexico. It was suggested that HIV/AIDS issues should be taken up at the forthcoming World Summit for Sustainable Development to be held in August and September 2002 in Johannesburg.

43. Delegations concurred that UNDP should mobilize additional resources to implement its strategy, referring to the newly established thematic trust fund on HIV/AIDS.

44. Several delegations sought information on: (a) the involvement of UNDP in the Global Fund to Fight AIDS, Tuberculosis and Malaria; (b) plans for capacity development within UNDP to implement the new strategy; (c) what quantitative and qualitative indicators would be used; (d) plans to address the issues of gender, sexual relationship and factors that make people vulnerable to infection; (e) the organization's personnel policy on HIV/AIDS; and (f) the respective roles of the UNAIDS secretariat and UNAIDS co-sponsors at the country level.

45. Some delegations expressed concern about a textual reference to international guidelines on HIV/AIDS and human rights, which had not been endorsed by any intergovernmental process and which could be contrary to the laws and religious ethos of some countries. Accordingly, they urged that UNDP strategy should be implemented in compliance with the Declaration of Commitment adopted by the United Nations General Assembly Special Session on HIV/AIDS in June 2000.

46. In response to a question on the relationship between the HIV/AIDS strategy of UNDP and the new Global Fund to Fight AIDS, Tuberculosis and Malaria, the acting Director said that UNDP had played an important role in its development and would continue to play a pivotal role in its implementation through capacity-building at the country level that would benefit the submission of good proposals to the Fund. He also explained that the AIDS unified budget and work plan covered only the global and regional activities of UNAIDS co-sponsors. While resources had to be mobilized separately for country-level programmes, the UNDP-specific thematic trust fund on HIV/AIDS had been launched and had already attracted $10.4 million in pledges despite the fact that UNDP efforts to mobilize resources for that fund had yet to begin.

47. The acting Director also reported on the personnel policy of UNDP on HIV/AIDS, stating that all regular national and international staff had insurance that covered antiretroviral treatment regardless of the duty station. UNDP also provided awareness-raising sessions and prevention services to staff, with special attention to personnel working in highly affected countries.

48. On the question of international guidelines for HIV/AIDS and human rights, he agreed that such references could lead to unintended controversy. He assured the Executive Board that UNDP strategy would be implemented in compliance with the Declaration of Commitment.

49. Regarding UNDP work on gender and HIV/AIDS, the Principal Advisor and Team Leader on HIV/AIDS explained that UNDP, in partnership with UNFPA, the United Nations Development Fund for Women (UNIFEM) and other United Nations organizations would promote a gender-sensitive approach to HIV/AIDS at the global and national level. The role of young men in stopping the spread of HIV would be stressed.

50. With regard to monitoring progress in implementing the HIV/AIDS strategy of UNDP, the Principal Advisor emphasized that special attention would be devoted to the importance of qualitative and quantitative indictors to measure achievements.

51. The Resident Representative and Resident Coordinator in Burkina Faso summarized the role of UNDP at the country level as addressing the challenges of HIV/AIDS, focusing on upstream policy advice and promoting a new level of political leadership in tackling the epidemic. He added that an expanded theme group on HIV/AIDS had been established to coordinate United Nations system and donor support, a round-table meeting had been organized and $95 million had been mobilized for the implementation of the national strategy. A national human development report on HIV/AIDS had been launched as a crucial tool for policy-making and for the integration of HIV/AIDS priorities in the national poverty-reduction strategy.

52. The Executive Board adopted decision 2002/1 (see annex).

V. Special funds and programmes

53. Report on UNDP activities financed by the Global Environment Facility and the Montreal Protocol

54. The Associate Administrator stated that the Global Environment Facility (GEF) and the Montreal Protocol were two of the largest UNDP trust funds with a total of $1.58 billion in grants and $2.2 billion in co-financing. UNDP had played a key role in providing technical cooperation, capacity development, policy and legislative advice and technology transfer to developing countries.

55. The GEF Executive Coordinator, also Deputy Leader, Environmentally Sustainable Development Group (ESDG), Bureau of Development Policy (BDP), introduced the report on UNDP activities financed by the GEF and the Montreal Protocol (DP/2002/4).

Global Environment Facility

56. Within the GEF, UNDP implemented projects in the areas of biodiversity, climate change, international waters and ozone layer protection, with two new focal areas in land degradation and persistent organic pollutants that were likely to be added in the course of 2002. The cumulative UNDP-GEF portfolio was $1.23 billion with co-financing of $2 billion. Allocations in 2002 were expected to reach $150 million (grants) and $237 million (co-financing). UNDP had surpassed the targets set out in its Business Plans and its share stood at 34 per cent of total GEF allocations. UNDP-GEF activities focused on providing technical cooperation, with a key focus on capacity development, the creation of an enabling policy and legislative environment, and the mobilization of additional resources to address global environmental threats. UNDP had also been implementing GEF corporate programmes, namely, the Small Grants Programme, the country dialogue workshops and the Climate Change National Communications Support Programme. Independent evaluations had commended UNDP performance under the GEF.

57. The Executive Coordinator reported that during the third GEF replenishment period (2003-2006), UNDP hoped for a significant increase in its resources so that funding for land degradation and persistent organic pollutants would not reduce funds for climate change, biodiversity and international waters activities. Over the subsequent years, UNDP would have more projects than available funds.

Montreal Protocol

58. UNDP was one of four implementing organizations established under the Multilateral Fund of the Montreal Protocol and its cumulative $350 million programme supported activities in 78 countries to eliminate the use of ozone-depleting substances. Over 25 000 tonnes of the substances had already been eliminated over the previous decade through UNDP assistance. UNDP also worked closely with the private sector and had assisted over 800 small- and medium-sized enterprises to convert their processes, thereby protecting existing jobs and creating new ones. Over 300 000 farmers were being assisted in their efforts to eliminate methyl bromide, a pesticide which also harmed the ozone

layer without compromising yields. Assistance in capacity-building had been provided to 22 countries so that Governments could develop appropriate policies and procedures to meet Montreal Protocol compliance targets. Those programmes were fully funded through support costs from approved projects and country offices were compensated for their services.

59. Changing implementation modalities under the fifth replenishment programme (2003-2005), which focused on national and sectoral plans, would have support-cost implications for implementing agencies, including UNDP. Strong country office support to Governments would accordingly be essential so that Governments could develop appropriate policies and legislation for the success of the programmes.

60. The Chief Officer of the Multilateral Fund secretariat (MLF) informed the Executive Board of the changing roles and responsibilities of stakeholders, including UNDP. He further observed that $1.4 billion had been mobilized since the establishment of the Multilateral Fund in 1990 and that UNDP had played a major role in that commendable effort. He added that UNDP had adapted quickly from providing technical cooperation to being a major player in investment projects in the industrial sector. Under the new strategic-planning framework, UNDP would need to focus more on playing a policy advisory role, helping countries with their compliance strategies under performance-based national and sectoral plans, which would increasingly be approved.

61. Delegations commended UNDP for its success under both the GEF and Montreal Protocol programmes. Under the GEF, several delegations stressed their support for the introduction of land degradation as a new GEF focal area and the importance of UNDP involvement in that new focal area, especially where it concerned least developed countries. In that regard, questions were raised on the capacity of UNDP to respond adequately, especially given the move of staff to the field. Several delegations stated that adequate replenishment of the GEF was a necessity and that capacity development was of key importance to many countries. Questions were raised on the extent to which UNDP could contribute its own core resources to GEF programmes. Delegations also expressed support for the good work that was done by the Small Grants Programme and the country dialogue workshops.

62. Several delegations stressed the importance of support under the Montreal Protocol programme, especially with regard to small- and medium-sized enterprises. The United Nations Office for Project Services (UNOPS) was also commended for its services. Concern was expressed, however, over the possibility of an increase in costs and workload at the country office and headquarters levels.

63. In response, the acting Director, BDP, stated that the move of staff from headquarters to the field had actually strengthened the capabilities of UNDP and would directly contribute to greater effectiveness of UNDP activities under land degradation. He cautioned that with a lower level of core resources, UNDP co-financing from its own resources could not be expected to increase. He reiterated that both the GEF and Montreal Protocol programmes did not depend on core funds and that country offices were compensated for their services. He stressed that possible additional support resulting from a change in the fee structure of the Montreal Protocol would enable more outposted capacity at the regional and/or country levels and that there were no plans to increase staff levels at headquarters.

64. The Executive Coordinator, GEF, stated that UNDP-GEF already had several land-degradation projects approved in the areas of biodiversity and climate change. Additional funding for land degradation, however, would depend on the size of the GEF-3 replenishment period, which would also determine the length of project backlog and resources that could be devoted to capacity development. The Executive Coordinator highlighted the efforts that were being made by UNDP to increase third-party co-financing under the GEF.

65. In conclusion, the President of the Board commended UNDP for its performance under the GEF and Montreal Protocol trust funds.

66. The Executive Board took note of the report on UNDP activities financed by the Global Environment facility and the Montreal Protocol (DP/2000/4).

VI. Evaluation

Annual report of the Administrator on evaluation

67. The Administrator introduced his annual report on evaluation (DP/2001/26). He noted with interest that there was growing demand for evaluation and results-based management (RBM), in particular outside UNDP. Evaluation, as a consequence, needed to inform internal management on a more real-time basis. He noted further that the development effectiveness report (DER) presented current lessons for UNDP work and that the Evaluation Office was working closely with the Operations Support Group (OSG) and the Office for Audit and Performance Review on a common approach to integrating lessons learned. Resident representatives could therefore benefit from a global view of such issues in country offices. He confirmed that strengthening evaluation skills was a major focus of UNDP, particularly regarding results achieved at the country level, and that the quality and independence of the evaluation function were being maintained. He observed that the evaluation function had made a positive contribution to enhancing the results-driven orientation of UNDP.

68. The Director of the Evaluation Office noted that the primary challenge for the Evaluation Office was to embed the evaluation function within the organization and to make empirical evidence an increasing requirement for management decisions and for the enhancement of the quality of programmes. He reported on several areas of progress, including increased demand by country offices for empirical evidence and lessons learned, a comprehensive revamping of monitoring and evaluation approaches, a new web-based tracking and compliance package and a closer link between corporate priorities and strategic evaluations. He also reported on the challenges relating to development effectiveness. The formation of the International Development Evaluation Association (IDEAS), in partnership with the World Bank, constituted a key effort in strengthening evaluative capacities in the developing world, which in turn would encourage national ownership of development performance assessments.

69. Delegations expressed full appreciation for the high quality of the report, the introductory statements and the progress contained therein. The establishment of IDEAS and its intended contribution to strengthening evaluation capacity in programme countries were appreciated.

70. Several delegations complimented the expanded RBM process and the strengthened results-orientation of country programmes and selected country reviews. They suggested that UNDP plan more activities in collaboration with other development partners. Clarifications were sought on the extent to which evaluation lessons were implemented; progress on the tracking system; timely handling of findings and recommendations; the effectiveness of the ROAR in allocating resources to meet the Millennium development goals; and the extent to which the Inter-agency Working Group on evaluation had been transformed into an effective body for promoting lessons learned and the peer view process.

71. One delegation emphasized the need for a high-quality product and stressed its importance at the design stage. He requested for more state and non-state participation at an early stage.

72. Several delegations observed that evaluation was a strategic tool for enhancing development effectiveness. They sought clarification on how evaluation findings were fed into the programming process; difficulties in developing indicators for intervention in practice areas such as governance; attribution of results where several partners were involved; how to track programme impact in the short term and how to reconcile the demands for short-term results with long-term interventions. There was strong support for capacity development in programme countries. Although country-level impact assessments had just begun, it was felt that the assessment exercise should be extended to other United Nations organizations through the UNDAF process. Satisfaction was expressed on the degree of partnership and joint collaboration between the Evaluation Office and a number of bilateral and multilateral partners.

73. The implications of inadequate donor funding for least developed countries and the impact of reducing UNDP staff in Africa were raised. It was stressed that capacity-building was key to meeting the Millennium development goals (MDGs) in a sustainable manner. While appreciating the joint collaboration of UNDP with other partners in the evaluation exercise, it was recommended that the independence of the Evaluation Office in UNDP should be maintained.

74. While appreciating the increasing demand for evaluation with respect to RBM, several delegations expressed interest in knowing more about the methodology of country-level impact assessment, the use of the central evaluation database (CEDAB) and the new tracking system. They urged that further improvements in the evaluation methodology be undertaken, including the assessment of sustainable development in programme countries.

75. The Director of the Evaluation Office responded to the issues raised. On the new tracking system, he said that it had been introduced at the end of 2001. Regarding CEDAB, he replied that the Office was in the process of testing a methodology to ensure its effectiveness while the country level impact assessment (CLIA) was being piloted to determine what methodology to use in assessing development impact. He added that CLIA provided feedback on how UNDP was undertaking country evaluations. He concluded by observing that balancing long-term interventions with short-term results focused on measuring results for which a methodology needed to be established.

76. The President of the Executive Board summarized the debate. He underscored the importance of the evaluation exercise and the interest expressed by delegations in the RBM approach, the new tracking system, the independence of the Evaluation Office, the importance of a multi-agency approach to evaluation efforts and to development effectiveness and the collective development of an appropriate evaluation methodology.

77. The Executive Board took note of the annual report of the Administrator on evaluation (DP/2001/26).

Evaluation of non-core funding resources

78. The Director of the Evaluation Office introduced the report on the evaluation of non-core funding (DP/2001/CRP.12), focusing on findings and recommendations. In his statement, the Associate Administrator observed that the report presented a thoughtful and useful basis for dialogue within and outside of UNDP. He reported that a favourable environment had developed towards

expanding interest in non-core funding. He added that a funding strategy for non-core resources was being created for the least developed countries.

79. Delegations expressed satisfaction with the report and the introductions. They raised concerns and sought clarifications, however, about the imbalance between core and non-core resources, the inequitable distribution among regions and the lack of adequate data from country offices on cost recovery. Further issues of concern included how to verify the impact of non-core resources and their influence on indebtedness and the reduction in official development assistance. With regard to core resources, some delegations expressed the need for a standardized accounting procedure, national ownership, and inequitable allocation of non-core resources, with the poorest countries receiving the lowest non-core funds, whether or not thematic funds would mobilize sufficient resources to meet development needs.

80. Some delegations suggested that a study should be conducted on the relationship between core and non-core resources so that new strategies could be developed to address the challenges. Capacity development in programme countries, the upgrading of country offices, the sharing of lessons learned in resource mobilization and the improvement of financial systems regarding non-core funding were underscored as crucial elements in meeting the MDGs.

81. One delegation regretted that the provision of non-core funding from the private sector had not been addressed in the report. The report, he added, should have given specific recommendations on the resource situation of UNDP in Africa and an update on the Memorandum of Understanding between UNDP and the African Development Bank and collaboration with other international financial institutions.

82. Some delegations sought clarification on programme support costs and whether UNDP intended to have full cost-recovery for non-core funded projects.

83. In response, the Associate Administrator concurred that regular (core) resources remained the bedrock of the UNDP source of funding, which would be complemented by non-core resources. He also agreed that national authorities should drive the development process and assume ownership of country-level efforts. He also observed that there was a need to align non-core resources with the strategic results framework.

84. The Director of the Bureau of Management responded to the issue of cost-recovery. He reported that the methodology used by UNDP on how much to charge was comparable to that used by UNICEF.

85. The Executive Board took note of the report on the evaluation of non-core funding resources (DP/2001/CRP.12).

Evaluation of direct execution

86. The Director of the Evaluation Office introduced the report on the evaluation of direct execution (DP/2001/CRP.13), focusing on findings and conclusions. The Associate Administrator presented a management response to the report. He stated that the evaluation had been conducted in 2000 and that the report had been presented to the Executive Board in 2001 with consideration of it deferred to the current session. The views of the Board, he noted, had been taken into account in the management response. He underscored that national ownership

and sustainable national capacities were among the core principles of development cooperation. He confirmed the commitment of UNDP to national execution as the preferred programme execution modality. He reported that the findings and recommendations in the report had assisted UNDP in making a more effective response to the needs of programme countries. He reported that as a result of the simplification exercise, improvements were being made in the design of a more flexible framework for service delivery that would enable UNDP to respond quickly and reduce transaction costs.

87. Delegations expressed satisfaction with the report and the introductions. They sought clarifications on: the criteria for using direct execution; the implications of direct execution on country office workload and capacity; the costs involved when compared to national execution; the relationship of direct execution to national ownership and capacity-building; the impact of direct execution on national execution as the preferred execution modality of UNDP; the importance of focusing on results rather than on modalities; the need for simplification of an accountability framework; the need to compare the direct execution with other modalities of execution by United Nations organizations; and the utility of the evaluation recommendations, given that the evaluation was an internal exercise requested by UNDP. Some speakers requested that the Administrator report to the Executive Board at its annual session 2002 on how UNDP intended to follow up on the recommendations in the report. The issue of programme and administrative costs relating to direct execution was also raised.

88. In response, the Director of the Evaluation office confirmed that the management of the direct execution evaluation exercise followed the same procedures as other evaluations. He stressed that the independence of the Evaluation Office had been maintained. He added that the evaluation mission had analysed the costs of programme execution, irrespective of the execution modality, and that the findings were of general application to all modalities.

89. The Associate Administrator thanked the speakers for a constructive and timely debate on the evaluation report. He concurred that national execution, with its comparative advantage in national ownership and capacity development, would remain the preferred execution modality of UNDP. He underscored the need for flexibility in the delivery of services and confirmed that UNDP was committed to making further improvements in that regard. He reported that the criteria for using direct execution was still under discussion and the Executive Board would be informed of the outcome. He concluded by stressing that the re-profiling exercise would enhance the capacities in country offices with a view to increasing efficiency and producing better results.

90. The Director of the Bureau of Management reported that the budget implications of direct execution had thus far been neutral, in light of the non-core and self-financing nature of the small direct execution portfolio. He advised that the budgetary implications of direct execution would continue to be addressed and reported to the Executive Board for its consideration.

91. In summing up the debate, the President of the Board noted that direct execution was flexible as a modality of execution and that national execution was the preferred option, with the advantages of national ownership and capacity development. He stated that the report was important for the whole delivery system. He concluded by noting that the Executive Board wished to know how UNDP intended to follow up on the recommendations contained in the report.

92. The Executive Board took note of the report on the evaluation of direct execution (DP/2001/CRP.13).

The relationship between UNDP and United Nations Office for Project Services

93. In introducing agenda item 6 on evaluation, the President of the Executive Board asked that documents DP/2002/CRP.4 and DP/2002/CRP.5 on the relationship between UNDP and UNOPS should be promoted from conference room papers to regular documents in light of their critical role in the discussions on that topic.

94. The Administrator outlined the areas of work in the joint paper governing the relationship between UNDP and UNOPS. He recognized that UNOPS was established as a self-financing, separate and identifiable entity and as a service provider to organizations of the United Nations system. Accordingly, it was within the context of United Nations programmes and activities and through United Nations organizations that UNOPS provided services to associated governmental, intergovernmental and non-governmental entities.

95. He observed that it had been agreed that UNOPS did not have, nor did it intend to develop, a substantive capacity to mirror those of programmatic organizations such as UNDP. However, he recognized the complimentary nature of the two organizations in support of the programme countries. He stressed that measures would be taken to avoid duplication and replication of roles, expertise and cost.

96. Regarding representation at the country level, the Administrator reported that UNDP resident representatives would continue to represent UNOPS. However, where a physical presence of UNOPS was required and justified by the scale and scope of its activities, such presence would be established taking into account the reform programme of the Secretary-General, including common United Nations houses and integrated services. They would thus draw upon each other's services to ensure effectiveness and efficiency.

97. The Administrator confirmed that UNDP and UNOPS were in perfect agreement that resource mobilization in support of the programmes and priorities of programme countries as reflected in their UNDAFs would be the responsibility of funding organizations and particularly UNDP. UNOPS would undertake implementation rather than funding activities, as emphasized in decision 94/12 of the Executive Board. He added that as a self-financing entity UNOPS needed to undertake careful budgetary planning and assure itself a level of activities consistent with its plans. However, with the agreement and knowledge of UNDP and other funding organizations, if requested by them, UNOPS might lend support to them in their efforts to mobilize resources for programme countries.

98. On the issue of programme execution, the Administrator stated that national execution would continue to be the preferred modality for the bulk of UNDP-funded programmes. Any support that UNOPS wished to provide in support of national execution, such as in helping build capacity within national executing entities for financial reporting, would be welcome. The Administrator emphasized that UNOPS continued to be an important service provider to UNDP-funded activities and that UNDP would continue to encourage the use of UNOPS services where it is cost-effective and competitive, particularly in the implementation of large and complex projects.

99. The Administrator fully supported the views of the Secretary-General on the Management Coordination Committee (MCC), to which he would continue to delegate his executive and oversight authority over UNOPS and responsibility for the monitoring of its activities. Regarding the position of the Executive Director of UNOPS, the Administrator stated that he enjoyed the privilege of recommending nominees to the Secretary-General for that post as he did for other Assistant-Secretary-General-level appointments within UNDP and its related funds and programmes.

100. The Administrator further stated that as chair of the MCC he intended to allocate as much time that was needed to carry out the important function of chairing the MCC and to report to the Secretary-General periodically on the discharge of those functions. He also observed that it was important that the MCC, in exercising its supervisory role, would adopt a fully agreed work plan so that all business issues related to UNOPS would be laid before the MCC for discussion in a proper and timely manner.

101. The Administrator supported the Secretary-General's proposed expansion of the MCC and the setting up of a working group to prepare for the meetings of the MCC. He stressed that the Executive Board would continue to provide overall policy guidance and directives to UNOPS as it did to UNDP. The MCC would only act to ensure that the policy guidance of the Board and the oversight responsibilities of the Secretary-General were translated into an effective governance regime for UNOPS.

102. The Administrator concluded by assuring the Executive Board that UNDP would proceed expeditiously to work out all the operational arrangements necessary to implement the agreements and proposals. He also reaffirmed his personal commitment to maintaining and strengthening an effective and harmonious relationship with UNOPS. The cooperation between UNDP and UNOPS would be translated not only at the headquarters level but also on the ground to ensure that UNDP and UNOPS served programme countries together in a coherent way.

103. The Executive Director, UNOPS, stated that prospects for 2002 were promising because requests for the organization's services were expected to exceed $900 million. Document DP/2002/CRP.4 was also seen as promising because it demonstrated that both UNDP and UNOPS were committed to recreating their relationship. Two of the main points of the joint paper constituted recognition for and respect of each organization's role; UNOPS would not encroach upon the mandate of UNDP in resource mobilization and UNDP would not replicate another UNOPS within UNDP.

104. The Executive Director compared existing UNOPS with the organization as it had been in 1995 when projects had accounted for the lion's share of UNOPS business. In 2002, the loan portfolio accounted for more than half of its business. Additionally, a large share of UNOPS business in 2002 was for United Nations organizations with mandates outside of the area of development (such as peace, security, human rights and disarmament).

105. Risk-management tools, the Executive Director said, had helped to make UNOPS the number one outsourcing specialist in the United Nations. In 1995, UNOPS was usually given responsibility for implementing entire projects. In 2002, however, implementation was based on a division of labour between clients and UNOPS, which meant that United Nations organizations could outsource part

of their work, assigning responsibilities according to expertise and comparative advantage. UNOPS had also become more client-oriented, the Executive Director added.

106. The Executive Director proposed the creation of a separate Executive Board segment focusing on UNOPS to enable the organization to address issues raised by delegations directly. He cited the support of the Secretary-General in 1994 for such a segment as well as more recent support from the Administrator. The Executive Director also supported the recent proposal by the Secretary-General to expand the UNOPS Management Coordination Committee (MCC) by adding representatives from UNOPS clients.

107. Delegations expressed their satisfaction with the two documents (DP/2002/CRP.4 and DP/2002/CRP.5) and the introductory statements by the Administrator of UNDP and the Executive Director of UNOPS.

108. Many delegations reaffirmed that UNOPS should be a service provider in project implementation for organizations of the United Nations system, working with UNDP, to the benefit of programme countries. In that regard, many expressed that UNOPS should remain a separate, identifiable, self-financing entity operating on a demand-driven basis within the United Nations system. They also encouraged United Nations organizations to make full use of the expertise, knowledge and service provided by UNOPS. Two delegations pointed out that UNOPS had grown into an important link in the United Nations system and that its experience, competence in implementation of projects, high-quality service and rapid response and flexibility made it an attractive partner for Governments of programme countries. They proposed that direct interaction should be allowed between Governments and UNOPS at the country level, arguing that channelling funds through other organizations in the United Nations system with thematic mandates made the entire process for programme countries more expensive. Other delegations, however, insisted that UNOPS should not provide services directly to organizations other than the United Nations organizations. Two other delegations expressed concern about rumours of a budget deficit at UNOPS for 2001.

109. Some delegations stated that the wording on resource mobilization in CRP.4 was ambiguous and left too much room for multiple interpretations. Accordingly, they stressed that UNOPS should not mobilize resources even though the joint paper of UNDP and UNOPS had indicated that, with the agreement and knowledge of UNDP and other organizations, UNOPS might lend support to them in their efforts to mobilize resources for programme countries.

110. The proposal of a separate segment for UNOPS at Executive Board sessions was discussed at some length. Although the Administrator had supported the proposal by Executive Director for a separate UNOPS segment, he left the final decision to the Board. Two delegations fully supported the idea, arguing that it would allow for more effective supervision of UNOPS. Several delegations sought further clarification about the usefulness of a separate segment. Three delegations preferred the existing arrangement whereby UNOPS items were discussed under the UNDP segment.

111. Many delegations supported the expansion of the Management Coordination Committee (MCC), including clients and partners in the United Nations system, and the creation of a working group to act in a secretariat-like manner with representatives from UNDP and UNOPS. The participation of the Executive Director of UNOPS as an ex-officio member of the MCC was also supported.

These arrangements would help to foster cooperation between UNDP and UNOPS, maximize synergies between them and facilitate implementation of decisions made in respect to the UNDP/UNOPS relationship. One delegation cautioned against the MCC encroaching on the authority of the Executive Board.

112. One delegation stated that other United Nations entities should refrain from establishing implementation services similar to those of UNOPS. Another delegation asked for additional information on issues and opportunities involving the Inter-Agency Procurement Services Office (IAPSO). In that connection, the mandate of the Inter-Agency Procurement Services Office (IAPSO) in UNDP should be qualified.

113. In responding to delegations, the Executive Director reaffirmed UNOPS as a demand-driven, service organization for the whole United Nations system. While it did not have a substantive mandate, UNOPS did possess considerable knowledge in areas such as project management and value-for-money procurement.

114. In his response, the Administrator welcomed the proposals in the joint paper and the guidance given by the Secretary-General and stressed UNDP willingness to implement them. He emphasized the oversight role of the MCC, which should be fully respected. He also pointed out that the Executive Director should report to the Executive Board and the Secretary-General through the MCC. He underscored that the expanded MCC would play an effective role in the relationship between UNDP and UNOPS.

115. The Executive Board adopted decision 2002/2 (see annex).

Joint UNDP/UNFPA segment

VII. Recommendations of the Board of Auditors, 1998-1999

UNDP

116. The Associate Administrator introduced the report on the implementation of the recommendations of the Board of Auditors for the biennium 1998-1999 (DP/2002/5). He reported that UNDP was grateful to the Board of Auditors for engaging in a constructive dialogue that helped to maintain transparency in matters of institutional accountability.

117. He observed that the report contained a summary of the recommendations of the Board of Auditors for the biennium 1998-1999 and the status of UNDP follow-up action, including target dates for completion. He stressed that progress had been made in many areas and efforts were being made to address outstanding issues. One delegation had a few questions on the report and suggested raising them bilaterally with UNDP.

118. The Executive Board took note of the report on the implementation of the recommendation of the Board of Auditors for the biennium 1998-1999 (DP/2002/5).

UNFPA

119. The Deputy Executive Director (Management) introduced document DP/FPA/2002/2, a status report on follow-up measures to the recommendations contained in the report of the United Nations Board of Auditors for the biennium ended 31 December 1999 (A/55/5/Add.7). The Deputy Executive Director outlined the Fund's overall approach to the implementation of the recommendations of the Board of Auditors. She asserted that UNFPA was firmly committed to a results-based approach in all its operations and that the organization had sought to make its operations and accompanying procedures more results-oriented within the ongoing transition. She reported that the management letters and reports of the Board of Auditors were circulated among senior staff upon receipt and then placed on the agenda of the Executive Committee to ensure that senior management staff understood their respective responsibilities with regard to follow-up action. She emphasized that UNFPA management intended to be proactive in seeking the advice and guidance of the Board of Auditors between visits in order to forge a close partnership to strengthen internal control and management practices further.

120. The Executive Board took note of the follow-up to the report of the Board of Auditors for 1998-1999: status of implementation of recommendations (DP/FPA/2002/2).

UNOPS

121. The Deputy Executive Director introduced document DP/2002/6 and pointed out to the Executive Board that UNOPS had been working very closely with its

external auditors. As the existing report presented to the Board related to the earlier biennium, 1998-1999, he stated that all of the recommendations suggested by the external auditors either had been fully implemented or were in the process of implementation.

122. The Executive Board took note of the report on the implementation of the recommendation of the Board of Auditors for the biennium 1998-1999 (DP/2002/6)

VIII. Reports to the Economic and Social Council

UNDP

123. The Associate Administrator introduced the report to the Economic and Social Council for 2001 (DP/2002/7). It focused on three main topics: (a) implementation of the reform programme and provisions of the comprehensive triennial policy review of operational activities for development of the United Nations system for 2001; (b) follow-up to major conferences, summits and the Millennium Declaration; and (c) follow-up to special economic, humanitarian and disaster-relief assistance.

124. The Associate Administrator stressed that one of the main pillars of the reform programme had been the development of structures and tools that allowed for greater coherence in policy, procedures and operational activities for development. A joint group on Afghanistan comprising the United Nations Development Group (UNDG) and the Executive Committee for Humanitarian Affairs (ECHA), for example, had been established to guide the operational response of the United Nations in that country.

125. Progress had continued to be registered on United Nations houses, with five new houses established in 2001. Discussions on best practices and lessons learned in the preparation of the common country assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) had also been facilitated thanks to the establishment of Internet services for UNDG members: UNDG Devlink and the CCA/UNDAF learning network, RCNet.

126. The development of the CCA and UNDAF had received strong support. In evaluating those instruments, Member States and the Department of Economic and Social Affairs in the United Nations Secretariat had made valuable suggestions for their improvement.

127. UNDP had made progress towards enhancing the harmonization of programming procedures with those of other funds and programmes in compliance with comments by the Economic and Social Council and the Executive Board. In its resolution 56/201, the General Assembly had called for more rapid progress with specific timetables established for the achievement of harmonization of financial, administrative and personnel systems. Those recommendations would form an integral part of the UNDG programme of work in 2002.

128. UNDP continued to strengthen the resident coordinator system by hiring highly qualified staff and implementing a new modality to assess the competencies of candidates. More efforts, however, were still needed to improve the gender balance in that regard. UNDG had, therefore, adopted a policy in 2001 encouraging all organizations to propose a 50 per cent ratio of women as candidates for resident coordinator assessment. Efforts were also under way to improve the assessment of serving resident coordinators and to work towards a 180-degree feedback system. The need to recruit more resident coordinators with humanitarian experience for countries in special development situations or in post-conflict countries had been stressed.

129. Gender-mainstreaming continued to be a vital part of UNDG activities. The analysis of CCAs and UNDAFs and reports from two thirds of UNDP offices

showed that there had been increasing programming for gender-mainstreaming and greater inter-agency coordination. Room for improvement nevertheless remained, including the development of gender-disaggregated data sets and the mainstreaming of gender in planning across all programme sectors in post-conflict situations.

130. Coordination with Bretton Woods institutions had been enhanced particularly in the preparation, at the national level, of poverty-reduction strategy papers (PRSPs) at the country's request.

131. Regarding follow-up to major conferences, there had been considerable emphasis on commitments, goals and targets contained in the Millennium Declaration. Campaign efforts had begun to raise awareness of the importance of achieving those goals, including country pilot activities to prepare analytic reports on progress towards the achievement of those goals and commitments.

132. On follow-up to special economic, humanitarian and disaster-relief assistance, UNDP provided a strong link in relief, rehabilitation and development operations. To ensure the sustainability of those efforts, cooperation with national and local entities and organizations of civil society had become vital.

133. With reference to the earthquake disaster in Gujarat, India, the Associate Administrator reported that UNDP had quickly dispatched a transition recovery team. The involvement of national staff in the effort was very strong and had resulted in considerable capacity-building. Valuable lessons had also been learned for future actions in natural disaster prevention, preparedness, mitigation and recovery.

Comments by Executive Board Members

Quality of the report

134. Many delegations congratulated UNDP for the high quality of the report and its presentation based on the UNDG common format. One speaker called for an improvement in the analytical part of the otherwise comprehensive and informative report.

Coordination and cooperation with other partners

135. Some speakers supported the initiatives by UNDG to organize a coordinated approach to operational activities for development. A cohesive, coordinated and harmonized approach to development, they noted, enhanced the value of technical support to programme countries in their efforts to implement the Millennium development goals, including the overarching goal of halving poverty by 2015, in an increasingly interdependent and complex world. The collaboration of UNDP within the United Nations system was evident in the quick response to provision of humanitarian assistance in crisis situations, such as in Afghanistan and India.

136. Although closer collaboration with other development partners was stressed, it was advised that such relationships should be complementary so that the mandate and comparative advantages of UNDP and its universality, neutrality and

impartiality would be maintained and its programmes of support would remain country driven and owned.

Resident coordinator system

137. Delegations noted with appreciation the efforts to broaden the selection pool of resident coordinators and the setting-up of the competency assessment facility. Such arrangements would enhance the range of high-quality resident coordinators who led the country office teams in an efficient and effective manner. Well-qualified and experienced resident coordinators constituted a vital component in ensuring that CCAs and UNDAFs were well prepared in collaboration with and in agreement with Governments. Some speakers urged that more efforts should be made to diversify the pool of candidates and to improve gender balance.

Funding issues

138. Some delegations underscored that regular (core) resources constituted the bedrock of UNDP activities. While more remained to be done, the reversal in the decline of core resources was highly applauded and demonstrated that the donor community and programme countries were happy with the direction in which the new UNDP was headed. The increase in non-core resources was also appreciated as a complement to the regular funds. There was a suggestion that an equitable allocation of resources among regions should be undertaken.

Response

139. The Associate Administrator thanked the delegations for their constructive and positive comments on the report. He promised that every effort would be made to improve the analytical content of future reports.

140. On gender balance and gender-mainstreaming, he regretted that many women were not yet in the requisite high-level positions to qualify as candidates for resident coordinator positions. He assured the Executive Board that efforts would be stepped up within UNDG to diversify the pool of candidates and to improve gender balance.

141. With regard to collaboration with international financial institutions and, in particular, the World Bank, the Associate Administrator elaborated on the complementary nature of their relationship with UNDP. He observed, for example, that the poverty analysis approach used in national human development reports and CCAs had served as a model for PRSPs, which were linked to the Highly Indebted Poor Country Initiative, committed to reducing external debt with savings allocated to social sectors in order to reduce absolute poverty. As a trusted advisor to programme countries, UNDP had helped to facilitate the preparation of PRSPs by Governments.

142. The Executive Board took note of the UNDP report to the Economic and Social Council (DP/2002/7) and agreed to submit it and the comments made thereon to the Council.

UNFPA

143. The Deputy Executive Director of UNFPA introduced the report to the Economic and Social Council (DP/FPA/2002/1). He highlighted the importance of Executive Board decision 2001/11, which had effectively harmonized the programming processes of UNFPA and UNDP and provided an opportunity for Board members to contribute to the formulation of country programmes. He called attention to the emphasis in the report on the role of the United Nations Development Group (UNDG), and noted that the report drew liberally on the Synthesis Report of the Resident Coordinator Annual Reports that had been prepared by the UNDG Office. He also made reference to the examination in the report of gender mainstreaming in the mandate and programme of UNFPA, participation by country offices in the poverty reduction strategy papers (PRSP) process, and efforts to ensure that the work of the Fund contributed to the Millennium agenda.

Comments by delegations

144. In commenting on the report, a number of delegations said that they found the report to be useful and informative. Some asked that future reports be more analytical and less descriptive. Delegations expressed support for the recommendations in paragraph 71 on follow-up to international conferences and summits and the Millennium Development Goals and underscored the need for national ownership and leadership of the common country assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) processes.

145. There was widespread support for the emphasis on gender mainstreaming, although one delegation suggested that the report should have explicitly supported women's abilities to improve their own reproductive health. One delegation applauded the attention UNFPA had given to the issue of violence against women and girls and asked for more details regarding the approach of the Fund to addressing gender-based violence in reproductive health care and on the outcomes of the piloting of the publication, *A Practical Approach to Gender-Based Violence: A Programme Guide for Health Care Providers and Managers*.

146. One delegation encouraged both UNDP and UNFPA to address the problems documented in the Triennial Comprehensive Policy Review assessments of the CCA and UNDAF processes. The same delegation also cautioned of the undesirability of using a results-based approach as a primary determinant for the global allocation of resources. Although that delegation recognized the usefulness of monitoring and evaluation in ensuring that resources were managed strategically, it was concerned that excessive emphasis on short-term results could distort the priorities of the organizations.

147. A number of delegations welcomed the efforts UNFPA had made to enhance cooperation with the World Bank, and asked to hear more about cooperation in the area of reproductive health commodity security. Some delegations, however, expressed the view that UNDG collaboration with the World Bank was complex and that the CCA and UNDAF processes should remain country-driven and not be subject to conditionalities.

148. Several delegations agreed on the need to establish a more diverse pool of resident coordinators, with a better gender balance as well as greater participation

by agencies other than UNDP. One delegation asked for explanations of possible reasons for the gender imbalance, while another expressed concern that the proposal to implement a 50 per cent quota might not be the most effective way to correct the problem. Another delegation stressed the importance of gender sensitivity and a gender-balanced approach.

149. One delegation recommended that UNFPA and UNDP follow the practice of UNICEF of announcing contributions during the first Board session of the year instead of at the annual session of the Board, as was the current practice.

Response of the Administration

150. In replying to the various comments and questions, the Deputy Executive Director thanked the delegations for their comments and for their support of the harmonization of activities by UNDG agencies. He took note of the delegations' strong interest in gender sensitivity and reported that the programme guide on gender-based violence was in the process of being tested.

151. In response to the request for more information on the work of the Fund in the area of reproductive health commodity security, he asserted that UNFPA was a global leader in that area, a role that had been recognized at the May 2001 meeting in Istanbul on securing contraceptives and condoms for HIV/AIDS prevention. UNFPA was now working with its partners to translate the global agenda into country-specific plans.

152. He responded to concerns about the Fund's increasingly close partnership with the World Bank by saying that the UNDG agencies and the Bretton Woods institutions had different comparative advantages. UNFPA was aware of the importance of maintaining a clear line in its relationship with such institutions. Concerning the gender imbalance in the Resident Coordinator system, he said there were various explanations, including the reluctance of some agencies to give up qualified staff, particularly women, as well as concerns about career development.

153. The Deputy Executive Director closed his remarks by saying that future reports would be more analytical.

154. The Director of the Strategic Planning and Coordination Division agreed with the comment that it was not sufficient to be gender-sensitive but that it was critical to have a gender perspective as well. He noted that the experience of the Fund in the PRSP process had been mixed and said that he hoped to see more linkages between population and development issues and poverty in the future. He concluded by emphasizing the progress made by UNFPA in the area of reproductive health commodity security, and affirmed that that would remain one of the top priorities of the Fund.

155. The Executive Board took note of the UNFPA report to the Economic and Social Council (DP/FPA/2002/1) and agreed to submit it and the comments made thereon to the Council.

UNFPA segment

Statement by the Executive Director

156. The Executive Director congratulated the President of the Executive Board on his election, and thanked him for the statement he had made at the opening of the session the week before. She assured him that she had taken note of the points he had raised in that statement, and agreed that UNFPA should be judged on how well its programmes achieved results.

157. The Executive Director reminded the Board of the three challenges she had identified in her inaugural appearance before them the year before: ensuring a financially stable Fund; strengthening the Fund's institutional capacity; and addressing the socio-cultural context of programme development and delivery. She added to those a fourth challenge: adapting to an environment that, given the Fund's sensitive mandate, was affecting its ability to attract resources, build institutional capacity, and deliver programmes.

158. The Executive Director said that the fourth challenge was heightened by the tendency of some of the Fund's opponents to deliberately spread untruths, half-truths, and distorted realities. She spoke of the urgent need to respond with a fair and accurate accounting of UNFPA and its work, and underlined the value of Executive Board visits to UNFPA projects in the field. She suggested that the Executive Board, with its first-hand knowledge of the Fund's work, was uniquely qualified to tell the world what the Fund was, what it stood for, what it did, and, just as important, what it did not do. Although most of the charges leveled against the Fund were false, some of them seemed to be resonating with reasonable people. The attacks on UNFPA were now constant, systematic, synchronized and global, and needed to be countered with the truth.

159. The Executive Director announced that regular resources income for 2001 totaled $262 million, some $10 million less than had been projected. Although there was some concern about 2002 estimates, largely due to the undetermined level of contribution by one of the Fund's major donors, there was some good news: supplementary resources income for 2001 was well above target, and the Fund now counted a record 120 donors. Nevertheless, much of the Fund's work continued to be endangered by the lack of a predictable and assured core resource base. To respond to the global shift from core to non-core resources, the Fund needed to make adjustments to its programmes and to the links between the two types of funding. It was also important to ensure that projects supported by non-core resources directly impacted on the core programme areas of the Fund.

160. The Executive Director reported that the results of the field needs assessment study conducted in June and July of 2001, and other transition-related efforts, were beginning to yield concrete benefits in terms of: how UNFPA could more strategically allocate its financial and human resources; how the Fund could reinforce the support it gave to the field, both structurally and operationally; and how UNFPA could simplify financial and administrative systems and procedures. She confirmed that 2002 would be devoted to implementing and testing the new strategies and systems developed to date.

161. The Executive Director described some of the Fund's activities in the area of religion and culture. A panel of scholars and experts on religion, human rights and

international affairs had been convened in November 2001 to launch a dialogue on the role of religion and culture in the context of globalization and development. The success of that panel, which was being used to help to develop operational approaches and guidelines, building on positive cultural values found in all societies, had inspired UNFPA to organize other related activities, such as a panel on the role of culture and religion in population programming in January 2002. Those were only two examples; numerous initiatives had been pursued, at headquarters and in the field, to promote respect for diversity and dialogue among cultures. But those initiatives had been carried out on an ad hoc basis in the past, and the time had come to adopt a conceptual framework on culture and appropriate guidelines to mainstream it in programmes in a systematic and consistent manner.

162. The Executive Director stressed that UNFPA had stepped up its efforts to mainstream a results-based approach in its programming, and to build the capacity of its staff and national partners to manage for results. The Fund was committed to a programming process that was country-led and country-driven, based on national needs and priorities. The Executive Director then highlighted some of the key development challenges in the regions in which UNFPA worked.

163. The most formidable challenges affecting the Fund's work in Africa were HIV/AIDS, high maternal mortality, and the lack of reproductive health care for adolescents.

164. In the Arab States, some countries had achieved great progress in slowing population growth and providing more accessible reproductive health services, but other countries in the region still lagged behind. Maternal mortality remained unacceptably high, millions of women lacked access to reproductive health information and quality services, and the social and economic status of women was still an area of concern.

165. Challenges varied widely in the vast Asia and Pacific region. Many countries in South Asia, for example, had made significant progress in reducing infant, child and maternal mortality, but persisting inequities in gender and wealth remained serious deterrents to social and economic development, and continuing high population growth rates in some countries were neutralizing earlier gains. In the islands of the Pacific, the provision of reproductive health services to adolescents was an urgent necessity owing to the high percentage of youth, but service delivery was complicated and expensive because of the geographical dispersion of the population.

166. The majority of countries in the Eastern and Central Europe region faced a very different kind of challenge: total fertility rates that fell below replacement levels. Other challenges included: the poor quality of reproductive health care information and services; the world's steepest increase in HIV/AIDS infection; and the dramatic rise in the trafficking of women and young girls.

167. The Latin America and Caribbean region was generally characterized by high rates of maternal mortality, and HIV/AIDS was a growing problem, particularly in the Caribbean countries and among specific population groups across the region. Development challenges in Latin America and the Caribbean region were made even more acute by high levels of poverty and social exclusion, especially among indigenous populations and marginalized groups.

168. The Executive Director concluded her remarks by acknowledging that she had touched on some very sensitive and controversial issues. That was

unavoidable. Perhaps more than any other United Nations development organization, UNFPA was judged not only by its performance but by its sensitive mandate, and its ability to respond effectively to that mandate required a transparent and frank relationship with the members of its Executive Board.

Comments by delegations

169. A statement endorsed by more than 30 delegations affirmed that UNFPA played a crucial role in helping to achieve the Millennium Development Goals, and more specifically in the promotion of sexual and reproductive health rights. To carry out its mandate successfully, UNFPA needed sufficient political support and core and non-core funding. In that context, the delegations endorsing the statement expressed serious concern about decreases in contributions to the UNFPA budget and called on everyone to reaffirm their commitment to the ICPD Programme of Action and to the international goals and targets of the Millennium Declaration, including by encouraging donor countries to continue, and where possible increase, their contributions to the Fund's core and non-core budgets. Several other delegations echoed the concern.

170. Several delegations also emphasized the critical role played by the Fund in promoting reproductive health, the importance of field visits, and the need to counter deliberate misinformation about the Fund's activities. Numerous delegations commended UNFPA for its activities concerning religion and culture, and on its progress in the area of internal reform and transition.

171. One delegation expressed concern about the Fund's limited ability to meet reproductive health needs in emergency situations and underlined the need to sensitize policy-makers and the general public to the urgency of those needs. Another delegation declared that new resources needed to be raised from the donor community, in addition to those funds already mobilized for programme activities, to narrow the gap between reproductive health needs in emergency situations and the Fund's ability to respond to those needs. The same delegation also noted that the Fund's success overall depended upon its ability to align its own goals, and those of the Millennium Declaration, with the individual development goals and priorities of the countries in which the Fund operated.

172. The Executive Director thanked the delegations for their comments and expressions of support. She mentioned the Fund's activities in Afghanistan as an example of how the Fund had upgraded its ability to provide reproductive health services in emergency situations. She announced that guidelines had been sent to all country offices to encourage them to include progress on the Millennium development goals, and on the provision of reproductive health care coverage in particular, in their reporting. She hoped that Executive Board visits to programme countries would become more frequent.

173. The President closed the segment by summarizing the interventions as follows: (a) delegations had been appreciative of the Executive Director's frank and comprehensive remarks; (b) a large number of delegations had appealed to major donors to increase funding to UNFPA; (c) an expansion of the donor base would be welcome; (d) initiatives in the area of religion and culture were appreciated and were seen as extremely important; and (e) delegations had taken note of the Executive Director's statement that it was extremely important for the Executive Board to help UNFPA to counter false information about its activities.

IX. Technical Advisory Programme

174. The Executive Director introduced the report on the future arrangements for the technical advisory programme (DP/FPA/2002/3).

175. The technical advisory programme (TAP) was described as an inter-agency arrangement through which UNFPA technical cooperation was channeled to countries in support of population and development activities. According to the Executive Director, the proposed new arrangement would build on the strengths of the existing country support teams (CSTs) as field-based multidisciplinary sub-regional/regional teams of technical experts while also incorporating important improvements, such as the development of more effective and results-based partnerships with United Nations organizations and regional economic commissions.

176. The report was the result of an extensive process of consultation in headquarters, with country offices and with the Fund's partners, including other United Nations organizations and members of the Inter-Agency Task Force. Overall, it was concluded that the TAP had delivered substantial and significant advisory support to national population and development programmes, giving UNFPA a comparative advantage by providing it with a ready pool of experts to service the technical needs of country programmes. There was room for improvement, however, and the established criteria used to assess future arrangements for UNFPA technical support included: national capacity-building, quality of technical assistance, regional approach, cost, flexibility and partnership possibilities.

177. The Executive Director said that new arrangements for the TAP should contribute to: (a) enhanced national and regional capacity to provide technical support for population and development activities; (b) increased availability and use of strategies and knowledge, to improve the effectiveness of national population and development programmes; and (c) improved strategic technical support at key stages of the UNFPA country programme cycle, as well as to United Nations reform processes and other system-wide approaches.

178. To enable the TAP to meet those criteria, the proposed arrangements included several modifications, among them: (a) adjusting the size and skills of the CSTs in line with the specific needs and capacities of sub-regions and regions; (b) revising the terms of reference of the CSTs to focus missions on strategic interventions in the country programme process, such as common country assessments and poverty reduction strategy papers; (c) enhancing the flexibility of technical support; (d) developing a more effective and results-based strategic partnership programme with United Nations organizations and regional economic commissions; (e) strengthening the overall monitoring and evaluation of the TAP; and (f) standardizing recruitment practices, terms and conditions, and the monitoring and evaluation of performance through direct UNFPA management of future CST recruitment.

179. The Executive Director said that 2002 would be a year of transition, a time to address several important issues to ensure that the new TAP started operating fully in January 2003. Those issues included: (a) the establishment of new staffing partners; (b) facilitating necessary cultural changes; and (c) ensuring a strong management and technical support system for the TAP. She emphasized that the system would be implemented only to the extent made possible by available

resources and that contingency plans were being made to adjust the scope of the programme in the event of a reduction of funding. She closed her remarks by stressing that the new TAP was closely linked to the UNFPA transition process.

Comments by delegations

180. A number of delegations thanked the Executive Director for her presentation, and agreed that the TAP had been instrumental in the provision of technical assistance to countries in the areas of reproductive health, population and development strategies and advocacy. Some delegations expressed confidence that the TAP would be in line with the Fund's multi-year funding framework (MYFF) and would continue to contribute to the strengthening of national capacities in programme countries. Others appreciated the report's attention to various management issues associated with a new TAP system, particularly linkages between implementation and the Fund's overall transition process.

181. One delegation from a programme country emphasized the critical role that the TAP had played in helping to develop national capacities and underlined that one third of all country technical service team mission activities were related to capacity-building efforts. The delegation agreed on the need to improve local technical capacity and to enhance the role played by national experts in relation to international staff. By doing so, the level and quality of South-South cooperation could be improved at the same time. The delegation welcomed arrangements that would give greater emphasis to knowledge-sharing, particularly through the development of information systems, and to the utilization of national and regional resources in providing technical support.

182. One delegation was concerned about the lack of flexibility of the TAP, as confirmed in the report, and thus supported the preferred option for modifying the TAP. That option called for reducing the number of advisors in country support team (CST) regional posts and replacing the technical advisory specialists with a new mechanism that would provide technical assistance and liaison with other organizations. The delegation asked for more information concerning how the relationship with other United Nations organizations would be recast and what would be the impact of that new relationship in terms of the Fund's overall mandate and activities. The delegation also supported the increased emphasis on national capacity-building by having regional offices focus on strategic interventions. Additional information was requested concerning: (a) how national and regional sources of technical support would be utilized; (b) how their expertise would be shared to build capacity; and (c) the identification of specific outputs, the development of objectively verifiable indicators, and the contribution of the TAP logframe analysis to the goals and objectives of the MYFF.

183. Other delegations endorsed the preferred option as well. Additional information was requested on how the partnerships mentioned in the report would function in practice. One delegation, in reference to the statement by the Executive Director that the TAP would only be implemented in line with available resources, expressed concern about the effect that a reduction in available resources could have on the effectiveness of the programme. Another welcomed the assurance that the proposed new arrangements were being considered in conjunction with the field needs assessment survey and that the CSTs would be reconfigured to contribute to health-sector policy dialogue to ensure that reproductive health was properly reflected within sector plans. A couple of

delegations said that they looked forward to a review of the new arrangements at the Board's second regular session in 2004.

184. One delegation echoed previous comments in encouraging a healthy mix of in-house expertise and the ability to draw on expertise from external consultants where necessary. It pointed out that the most cutting-edge, relevant, culturally sensitive and cost-effective expertise was often located in the South. One delegation questioned whether a new strategic partnership was necessary. Others wanted to know how country offices would be strengthened.

185. A statement was then given by the Executive Director of the Cluster on Family and Community Health of the World Health Organization (FCH/WHO). The Executive Director, FCH/WHO, expressed appreciation for the report on behalf of WHO and other United Nations organizations participating in the TAP, namely the Food and Agricultural Organization (FAO), the International Labor Organization (ILO) and the United Nations Educational, Scientific and Cultural Organization (UNESCO). She said the TAP was seen as a model of effective collaboration among United Nations organizations and informed the Executive Board that the programme had been cited as a best practice at a recent World Bank consultation on effective partnerships.

186. The Executive Director, FCH/WHO, listed five of the main achievements of the TAP to date: (a) building national capacity and competence in a wide range of reproductive health, population, and development issues; (b) contributing strategic technical assistance in those areas, within broader development frameworks and coordinating related efforts and resources at the country level; (c) giving timely technical assistance and advice to Governments on reproductive health and population programmes; (d) fostering the use of guidelines and norms in support of reproductive health and population issues and addressing country-level needs; and (e) facilitating the incorporation of reproductive health and population and development issues in the priority activities of the organizations participating in the TAP.

187. According to the Executive Director, FCH/WHO, those achievements had been made possible by three key features of the TAP: (a) its multi-disciplinary nature; (b) its multi-agency composition; and (c) its tiered approach to technical support, whereby the work in research and normative development undertaken at the headquarters of the participating organizations was effectively channeled to their colleagues on the country support teams. She also acknowledged some of the constraints that partners had experienced when implementing the programme's multi-agency, multi-disciplinary support system. Some of those constraints were administrative; others were the result of fluctuations in funding, which placed excessive burdens on CST staff. It was suggested that it might have been useful to document some of those challenges through a formal external evaluation of the TAP.

188. The Executive Director, FCH/WHO, on behalf of WHO, FAO, ILO and UNESCO, endorsed the modifications suggested in the report but expressed concern that the loss of TAP-dedicated staff at the headquarters of each organization, and the disappearance of partner agency staff in the CSTs, could adversely affect some of the key features that had made the TAP so successful to date. She expressed the organizations' support for the strategic partnership programme proposed as part of the new arrangements and said that that new component should do the following: (a) build on the normative roles and comparative advantages of the respective organizations; (b) identify clear and

practical mechanisms for consolidating the setting of norms and standards with technical support to countries; and (c) provide for multi-year funding.

189. The Executive Director, UNFPA, thanked the delegations and the Executive Director, FCH/WHO, for their interventions. She assured the Board that partnerships with other United Nations organizations would be strategic and would be based on comparative advantage; they would not be developed in response to ad hoc requests. On the issue of strengthening field capacity, she said that UNFPA was looking at country office typology and assessing the competencies of resident representatives to see where their skills needed to be upgraded. She asserted that national and regional expertise would be used wherever possible. The Executive Director, UNFPA, also expressed a commitment to evaluation and reiterated that funding was an issue and that shortfalls could mean that some posts would have to be left unfilled.

190. The Chief of the Interregional Country Programme and Field Support Branch said that a framework was needed for the strategic partnerships of the TAP. He described those partnerships as having four components: outputs, technical backstopping, missions and training. On the issue of national capacity-building, he said that CSTs needed to focus on the development of national and regional technical capacities through targeted assistance to individuals and institutions. Regarding monitoring and evaluation, he stressed the need to revise the logframe of the TAP and suggested that a simpler monitoring instrument might be needed. Finally, he spoke of annual meetings between UNFPA and CSTs, where results-based work plans would be formulated, progress would be measured, and relevant outputs and indicators would be selected for the following year.

191. The Deputy Executive Director (Programme) added that the strategic partnership programme must be "two steps ahead" and that it was important to consider the comparative advantages of each organization.

192. The Executive Board adopted decision 2002/3 (see annex).

X. Country programmes and related matters

193. Before submitting the country programmes for approval, the Deputy Executive Director (Programme) gave a brief introduction outlining some of the general challenges faced by programme offices in the various regions. He cited two important frameworks for considering the impact of UNFPA country programmes: the Millennium development goals (MDGs), and the Fund's own corporate goals as articulated in the multi-year funding framework (MYFF) for the period 2000-2003. The Deputy Executive Director reiterated the concern of UNFPA that providing universal access to quality reproductive health information and services by 2015 had not been included in the MDGs, and promised the Board that UNFPA would work with Governments and other development partners to make that ICPD goal a reality and to ensure that progress was properly monitored at regular intervals.

194. The primary focus of UNFPA in the African region continued to be on preventing the further spread of HIV/AIDS, improving reproductive health, reducing maternal mortality, and addressing gender disparities. The HIV/AIDS epidemic remained the most serious development challenge facing the region, and had been rapidly diminishing the socio-economic gains made over the previous three decades. But notwithstanding the devastating effects of HIV/AIDS, most sub-Saharan African countries were characterized by persistently high population growth rates, and adolescents and young people in general in those countries continued to face formidable obstacles for access to youth-friendly reproductive health services. Contraceptive prevalence rates in many countries remained low, a situation aggravated by frequent contraceptive shortages. For that reason, training and sensitization for UNFPA government counterparts and other partners in all sub-Saharan countries continued to be top priorities for the organization, along with the development and implementation of comprehensive strategies for enhancing the reach and quality of reproductive health information and services.

195. The Deputy Executive Director attributed Africa's persistently high maternal mortality rates to a number of factors, among them increases in the number of unsafe abortions, the lack of quality emergency obstetric care and skilled attendants at birth, the early onset of sexual activity, the lack of knowledge about the risks associated with sexuality, and the low usage rate of modern contraceptives. UNFPA programmes had been formulated to support comprehensive strategies focusing simultaneously on the promotion of family planning, ensuring the presence of skilled and trained attendants during delivery, and the availability of emergency obstetric care. With regard to gender, African countries had made some advances in dealing with harmful traditional practices, in particular female genital cutting, but much more needed to be done to fully empower women in their economic, social and political lives.

196. The challenges faced by UNFPA-assisted programmes in the Asia and Pacific region were diverse and many. South Asia had made significant progress in the social sector, including the reduction of infant and child mortality, maternal mortality and total fertility, and general improvements in overall health. Yet poverty and gender inequalities were hampering further socio-economic progress, and persistently high population growth rates in some countries were neutralizing earlier gains. South Asia continued to have one of the world's lowest literacy rates and the largest gap between male and female literacy, and gender discrimination and violence against women remained rampant, making the need for population

and reproductive health programmes an urgent priority. Most of the countries in East and Southeast Asia continued their gradual recovery from the financial crisis of 1997, but a near exclusive emphasis on macro-economic and financial sector management meant that the education and health sectors continued to receive inadequate budgetary and policy priority. New country programmes in Nepal and the Lao People's Democratic Republic had been designed to tackle the low quality of reproductive health information and services and gender inequality.

197. The Arab States were characterized by high population growth rates, very young populations, high maternal mortality rates, gender inequality, and regional disparities in terms of economic performance. The Deputy Executive Director noted that the three programmes submitted to the Board from those countries focused on improving the availability and quality of reproductive health services and information in the most under-privileged areas at different service delivery levels. Strategies included capacity-building, provision of health commodities and strengthening referral systems. Those strategies were backed up by activities designed to raise awareness about reproductive health issues, among them female genital cutting, early marriage, early pregnancy, the importance of male participation in reproductive health care, harmful traditional practices, empowerment of women, promotion of girls' education, and combating the spread of HIV/AIDS and other sexually transmitted infections. Other focus areas for UNFPA support in the region included population policy formulation, policy analysis, research, census-taking and other data collection, and setting up demographic data bases containing gender-sensitive data.

198. The seven country programmes presented from the Latin America and Caribbean region were designed to support public policies and specific national initiatives aimed at improving the social and economic conditions of populations living in poverty, with special attention given to women, particularly those living in rural areas. The UNFPA programmes proposed comprised a mix of advocacy activities, technical assistance for public policy formulation, promotion of national capacity building, and the development of population programmes supportive of national poverty alleviation strategies. High priority had been given to reproductive health and rights, and gender equality, areas that had not been sufficiently integrated into poverty reduction strategies in the past.

199. UNFPA programmes in Latin America and the Caribbean had also been designed to address the high maternal mortality rates that persisted in some countries and specific regions within countries, principally through the promotion of family planning and emergency obstetric care. High priority had also been placed on reversing the rapid spread of HIV/AIDS, especially in Central America and the Caribbean countries. The continued focus on adolescent sexual and reproductive health was also emphasized as a key component of all country programmes presented.

200. In light of the extremely limited budgetary resources of UNFPA for the region, strategies aimed at influencing national and state-level public policies had been given higher priority than the promotion of small-scale initiatives affecting small segments of the population. In cases where small-scale activities were being supported, preference had been given to the piloting of new and innovative strategies that could eventually be adopted by governments at the national level.

201. The Deputy Executive Director concluded his remarks by promising that UNFPA would rigorously monitor, through a set of agreed-upon indicators, the impact UNFPA-supported programmes were having on socio-economic

development. He assured the Board that the programmes UNFPA supported would be anchored in existing national poverty reduction strategies. He stressed the importance of quality analysis and strategic planning as the basis for programme planning, and affirmed the Fund's commitment to working closely with its partners to maximize programme impact through CCA/UNDAF, PRSP, sector-wide approaches, and, where possible, joint programming.

202. The proposed country programmes for Algeria, Brazil, Cape Verde, the Democratic Republic of Congo, the Dominican Republic, Gabon, Guinea, Haiti, Honduras, Lao People's Democratic Republic, Lebanon, Malawi, Mexico, Nepal, Nicaragua, Paraguay, Rwanda, South Africa, the United Republic of Tanzania, Togo, Yemen and Zambia were approved by the Executive Board without separate discussion on any of them, as provided for in decision 97/12.

Comments by delegations

203. Delegations strongly welcomed the Deputy Executive Director's statement that UNFPA would focus its resources on strategies aimed at influencing national and state-level public policies, and on capacity-building initiatives in various countries.

204. One delegation suggested that country offices needed to set clear priorities, geographically and programmatically, to maximize the impact of their limited resources and to allow for effective implementation and monitoring. It welcomed the geographic targeting of assistance in the Malawi and Zambia programmes, for example, and hoped that the Mpumalanga province would be added to the South African programme as socio-economic indicators there suggested the need for assistance. That delegation also requested that future reports reference the targets set out in PRSP.

205. Concerning the Zambia programme, one delegation strongly supported the programme's strategic interventions, such as capacity building initiatives and population and development activities, but suggested that the reproductive health component of the proposed programme could have been designed to impact on a wider segment of the population rather than on a single province with only six per cent of the country's inhabitants.

206. With regard to the Nepal programme, that same delegation expressed strong support for the programme's focus on responsiveness of health services, decentralization, availability of contraceptive commodities and reproductive health services, expansion of training, and the need for greater attention to HIV/AIDS. But the delegation was concerned about the apparent failure to define areas for greater collaboration with existing programmes of the Government of Nepal and other donors. The delegation was concerned that the new Nepal programme ran the risk of perpetuating existing geographical inequities in service delivery and of hampering the capacity of the Ministry of Health to allocate funds in the most effective way possible.

207. Another delegation expressed strong support for the proposed programmes in the Democratic Republic of Congo, Honduras, Malawi, Nepal and Yemen, and commended the Fund for its leadership role in policy dialogue on population and reproductive and child health issues. That delegation had questions, however, regarding the expectations for co-financing set forth in the country proposals, particularly with regard to the Dominican Republic and Haiti, and asked how the

proposed plans would be adjusted in the event that co-financing expectations were not met. In the area of contraceptive security, especially in the context of the Honduras, Paraguay and Tanzania proposals, the delegation had concerns about the capacity of governments to procure contraceptive commodities through outsourcing mechanisms. It was suggested that rapid response mechanisms would have to be developed to avoid national stock-outs of supplies. With regard to support to NGOs, it was noted that increased reliance on pooled funding and sector-wide approaches had sharply reduced the availability of assistance to NGOs in some countries, and the delegation wondered whether the ambitious objectives set out in the Tanzania programme might not be difficult to achieve without the service coverage provided by NGOs. Finally, the delegation expressed confidence in the Fund's strong comparative advantage in helping to mobilize important and much-needed reforms related to the development of technical norms and to the structures needed to implement them.

208. The representative from Gabon thanked the Board for its continued support for country programmes there, and described how UNFPA assistance helped his country to reduce poverty and to achieve other development objectives. UNFPA assistance to date had contributed to the formulation of a national population policy, preparation for the 2003 census, and the collection of other population data.

209. The delegation from Yemen thanked the Deputy Executive Director for his remarks and thanked UNFPA for its generous assistance, which had helped Yemen to provide better reproductive health care, to improve national population strategies, and to reduce poverty overall. He thanked individual donor countries for their generous co-financing, but said that Yemen still needed additional help to strengthen national capacity to support local efforts.

210. The Mexican delegation thanked the Board for the approved programme for its country, and described how the Fund had made a difference during the 27 years of its collaboration in Mexico. The previous country programme in particular, which covered the period 1997-2001, had contributed significantly to decentralization efforts in population planning, and UNFPA and the Government had worked together to channel multilateral resources to those states and municipalities with the greatest need, namely 306 municipalities in the regions of Chiapas, Guerrero, Hidalgo, Oaxaca and Puebla; those municipalities had a combined population of some 3.5 million people and had been classified as suffering from the highest levels of marginalization. The delegation spoke of the importance of federalism in attending to local needs, and described how decentralization made it possible to work more closely with civil society. The Government of Mexico had expressed its interest in the promotion of South-South initiatives, through which advances in the field of population could be shared with other countries in the region.

211. The Mexican delegation went on to say, however, that in spite of progress achieved much remained to be done. The process of decentralization and strengthening of implementing state institutions needed to be consolidated and extended to other entities, particularly those representing indigenous populations and other impoverished groups. Emerging problems needed to be addressed as well, such as the effects of growing emigration to the United States and the impact of economic globalization. Those and other problems made the reduction in funds available for the approved Mexico programme, which at $5 million was less than half the amount made available for the previous programme cycle, extremely

troubling. Although it was true that there had been an increase in other types of funding, those resources could not be guaranteed.

212. The Brazilian delegation thanked UNFPA for the new programme for its country, and spoke of that programme's innovative approach to South-South cooperation. The delegation from Honduras expressed gratitude for UNFPA support for population activities there, and spoke of the urgent need to slow its rapidly growing population growth and the spread of HIV/AIDS. The representative from Nicaragua thanked the Fund for its newly approved fifth programme of assistance, and said that government support for population activities was very important and must be encouraged. He expressed the Government's deep concern regarding the upgrading of Nicaragua to a Category "B" country, given the persisting gaps with regard to the achievement of the ICPD goals, the widespread needs of Nicaragua in the area of reproductive health, and the insufficient national resources for addressing those needs.

213. The Deputy Executive Director thanked the delegations for their support and for their comments. He agreed that there was a need to prioritize to maximize the impact of limited resources. In response to the question about what was being done in the area of contraceptive commodity security, he said that UNFPA was collaborating in that area with a number of international partners, including the United States Agency for International Development.

214. The Executive Director addressed the issue of contraceptive commodity security as well, noting that UNFPA had a system in place but that additional funds were needed for tracking of contraceptive commodity supplies.

215. The Director of the Africa Division thanked the delegations for their support for programmes in Africa. Responding to a comment on the need to avoid duplication, she assured the Board that country office representatives communicated with other country offices and with governments to ensure that efforts were complementary. She assured the Board that the PRSP and CCA/UNDAF processes were used when setting country programme priorities. She thanked countries for their support of geographical targeting in the programmes of countries such as Malawi and Zambia, and remarked that such targeting was necessary to maximize impact and to allocate resources where they were needed most. Efforts in Zambia, for example, had been focused on that country's northwest province, which had the country's highest concentration of refugees and of people infected with HIV/AIDS. The Africa Director took note of requests for UNFPA programmes to work more closely with the national development agencies of individual donor countries.

216. The Director of the Division for Arab States and Europe thanked the delegation from Yemen for his remarks, and assured him that the new country programme had been developed in close cooperation with the Government and other UN agencies in the context of the Yemen National Plan. The Director applauded Yemen for its decentralization efforts.

217. The Director of the Latin America and Caribbean Division thanked donor delegations for their support and their comments, and thanked programme country delegations for highlighting the value of the Fund's work in their countries. She said she was encouraged by the number and diversity of donors for SWAp arrangements in Nicaragua for the next programme cycle, and assured one delegation that the PRSP had been fully considered in the preparation of Nicaragua's country programme. The Director took note of the support for

interventions aimed at influencing national policies. While agreeing that that was a key aspect of the strategies proposed in the new programmes, she also spoke of the importance of supporting local activities that could test innovative approaches in the field and could be adopted by national governments on a broader level.

218. The Latin America and Caribbean Director responded to concerns about co-financing in some of the proposed programmes. In the case of the Dominican Republic, the level of multi-bi resources to be mobilized was in fact very modest. The Director remarked that UNFPA resource mobilization in Haiti during the past programme cycle had been very positive, not only in terms of funding reproductive health projects, but for the support of census preparations. With regard to Paraguay, the Director reported that the Government had already started contributing its own resources to meet contraceptive needs and that there were clear signs that that would continue in the next programming cycle, during which cost-sharing arrangements were expected to be implemented. The Director concluded her remarks by thanking the delegations of Mexico and Brazil for their support of initiatives for South-South cooperation, and cited HIV/AIDS as an example of an area in which such collaborative initiatives would be promoted.

219. The Director of the Asia and Pacific Division thanked various delegations for their support for the country programme in Nepal, and said that the Fund was working with the Government to ensure that its activities would not be jeapordized by internal strife there.

Closing statement by President of the Executive Board

220. The President stressed that the first regular session 2002 of the Executive Board of UNDP and UNFPA had produced extremely useful and productive results. He commended UNDP and UNFPA for doing a remarkable job in reforming the two institutions with a new set of missions, goals and management systems. He advised that the Board should not only undertake close monitoring of how UNDP and UNDPA work but should also focus on the ties between those two organizations and other United Nations entities. In that regard, he commended the useful discussions and results of the meeting of the joint session of the Boards on 25 January 2002.

221. The President welcomed the participation of the Resident Coordinator in Burkina Faso for his participation at the session and presentation of the real work that is undertaken by various stakeholders at the country level.

222. In concluding, the President stressed the vital role of communication with respective authorities regarding the results achieved by UNDP and UNFPA. He suggested that time should be devoted in the forthcoming sessions to the discussion of how to communicate results to interested parties.

XI. Other matters

UNOPS financial parameters for fiscal year 2001

223. The Executive Director, United Nations Office for Project Services (UNOPS), presented an outline of recent financial and administrative matters, including the budgetary situation at the start of 2002 and a progress report on the ongoing reform effort.

224. He reported a gap in fiscal 2001 between expenditures and income. They included an unforeseen $1 million charge by the United Nations for central administrative services provided several years earlier and an additional $1 million assessment to cover 2001 income tax reimbursements for staff members who were citizens of the United States. Payments to UNOPS for management service agreements (MSAs) had also been significantly delayed (in some cases MSAs were postponed), while income generated from projects funded through UNDP regular resources had fallen because a number of projects had had their budgets drastically reduced. Meanwhile, about $14 million in procurement contracts for the United Nations operation in Kosovo had failed to materialize and in Iraq delays in government processing of visas for more than 100 experts had considerably delayed project delivery. Income from UNOPS loan administration and project supervision services had also fallen in 2001. Out of approximately 100 loans handled on behalf of the International Fund for Agricultural Development (IFAD), 14 had not become effective during the financial year of 2001.

225. The declines in income would require UNOPS to draw down a portion of the organization's operational reserve. The Executive Director outlined various scenarios that would determine the extent of the draw down. Depending on the total administrative budget for the year, the lower end of the deficit would be between $2.9 million and $3.6 million. Using charts and graphs, the Executive Director illustrated the difference in the UNOPS portfolio composition between 1997 and 2001. In 1997, UNDP central resources accounted for almost 45 per cent of UNOPS total portfolio, which, in 2001, were down to 11 per cent.

226. Despite the temporary financial difficulty, UNOPS was a healthy organization and demand for project services was even stronger than previously, the Executive Director explained, noting the recent successful diversification of clients throughout the entire United Nations system and the transfer of IFAD loans away from the World Bank to UNOPS. The ongoing increase in demand for UNOPS services, the Executive Director said, reflected the organization's reputation for cost-effectiveness, efficiency, timely service, proactive client orientation and expertise. For 2002, total demand for services was expected to reach about $1.1 billion, the highest in several years. The Executive Director also highlighted the conservative basis for those calculations and the organization's improvements in productivity, which had resulted in considerable savings. A temporary shortfall in income owing to uneven flow of liquidity, he said, was a reflection of the business cycle and not low effectiveness.

227. The Executive Director cited the establishment of a tight and balanced budget as the priority for 2002. He outlined how the organization planned to achieve that. Many important steps had already been taken, most notably cost-containment, freezing new recruitment from mid-2001, freezing reclassifications and deferring some administrative expenditures. Another priority of the Executive

Director for the following year would be another round of administrative reforms. The new round would be based on internal studies on the role of UNOPS in the United Nations system and UNOPS goal to become even more client-centred. Through structural reform, UNOPS would be able to establish an individual account (overseen by an "account manager") for each of its clients in the United Nations. That reform would bring about a large degree of decentralization, better financial reporting and an advanced mechanism for measuring client satisfaction. Productivity gains on the order of $8 million per year would stem from an estimated 15 per cent increase in productivity, a decline in administrative costs, reduction of rental costs and the decrease of senior management posts.

228. In closing, the Executive Director noted that no action would be required by the Executive Board at that time, since shortfalls in income and uneven cash flow would be compensated for and covered by the operational reserve in line with the provisions of the financial regulations. He reminded Board members that he was reporting before UNOPS closed its books for 2001 and noted that the ultimate outcome for the year would be indicated in the annual report as in previous years.

229. All delegations that took the floor thanked the Executive Director for his presentation and some commented that that type of in-depth financial analysis and fiscal transparency allowed the Executive Board to provide true oversight and policy guidance to the organization. One delegation asked the Executive Director for an explanation for the decrease in UNDP business in the UNOPS portfolio; another asked for an explanation on how UNOPS assessed risks when undertaking projects; and one other requested a clarification on the balance of the operational reserve before and after the anticipated draw down. Two delegations specifically called for clarification on the definition of what a 'ful'y funded' client was.

230. A few delegations expressed concern about the financial shortfall reported for 2001. One requested clarification from the Executive Director about the differences between the September 2001 report to the Board, where it had been stated that replenishment of the operational reserve would start in 2001 with $1.5 million contribution, and the shortfall presently reported. The delegation asked whether reform plans would lead to additional short-term costs. Along with another delegation, it requested that UNOPS reform plans should be added to the agenda of the annual session of the Executive Board in 2002.

231. One delegation wondered whether the risks explained and encountered in 2001 would also exist for 2002. That delegation felt that the Executive Board should be supportive of and encourage UNOPS on some of the positive developments in more recent months, particularly the diversification and winning of new clients. Another delegation was disappointed at the delay in implementing recommendations outlined in document DP/2002/13 (the "Vinde report"), particularly regarding the establishment of a clear and effective system for full-cost charging and urged the speedy implementation of that recommendation.

232. Responding first to the query about the reduction in projects funded through UNDP core resources, the Executive Director explained that the previous year UNDP had cancelled commitments to UNOPS and instead had sought other implementation options, such as national execution, agency execution through other specialized agencies in the system and direct execution. Despite that shift, UNOPS continued to manage a considerable level of projects supported by trust funds managed by UNDP – an indication that managers of those funds remained keen to having UNOPS handle their projects. For the delegations requesting clarification on the income gap, the Executive Director repeated the anticipated

$2.9 million to $3.6 million shortfall for 2001 and noted that the balance of the reserve, after the draw down, would likely fall below $7 million.

233. The Executive Director said that, as of September 2001, UNOPS had planned to replenish the reserve by $1.5 million. That became impossible, however, at the close of the year because the start-up time for portfolios from new clients typically took longer than from those for ongoing clients and the proportion of new clients in 2001 had been unusually large. The organization generated income from management fees for services rendered, which were due only after project delivery. The approach for 2002, therefore, would be to cut costs, further details of which would be reported to the Executive Board at its annual session in June 2002.

234. The Executive Director explained that as part of the UNOPS project acceptance procedure, a systematic financial risk assessment programme had been implemented. Estimates pegged UNOPS financial risks at between 10 per cent to 15 per cent of yearly turnover – similar to an average private-sector firm in the comparable business area, according to the UNOPS Business Advisory Council. Addressing concerns about cost-recovery, the Executive Director explained that UNOPS reform would make each account a "cost centre", with the account manager responsible for full cost-recovery for services provided to each client organization. The recommendations of the Vinde report, submitted to the Board by the Administrator of UNDP two years earlier, continued to be implemented by UNOPS. One of the principal recommendations of that report was the finalization of a computer-based fee-setting system centred on workload estimates. That exercise has been completed and was being tested for final implementation throughout UNOPS.

235. Significant differences between the 2001 and 2002 portfolio existed on at least three levels, the Executive Director said. The overall demand for UNOPS services was approximately $200 million higher for 2002 and UNOPS had increased firmly signed project documents by as much as 30 per cent as a safety net. Additionally, many new UNOPS clients were "fully funded", leaving little risk of sudden cutbacks or project cancellations. A number of United Nations organizations requesting implementation services established project budgets that spanned several years, he added. A signed project document was a legally binding commitment to have UNOPS operate as the executing agency, with an understanding that some clients, as is the case with UNDP, raised their funds on an annual basis through voluntary contributions. Situations existed where a project might be signed for a period of three or four years and funds might not be available toward the end of the project, he said. Other organizations in the United Nations system formulated projects on the basis of funds already available – those that were the "fully funded". A higher proportion of fully funded clients in the UNOPS portfolio would tend to considerably reduce risks encountered in the past.

236. The President of the Executive Board took note of the report of the Executive Director, who reaffirmed his commitment to brief the Executive Board at its annual session 2002 when UNOPS final financial results for 2001 would be available.

Joint session of the Executive Boards of UNDP/UNFPA and UNICEF, with the participation of WFP[1]

Introduction by the Administrator of UNDP

237. The Administrator of UNDP, in his capacity as Chair of the United Nations Development Group (UNDG), introduced the topic of the Millennium Development Goals (MDGs). He drew the attention of the delegations to the list of goals and indicators provided in the UNDG Guidance Note on MDGs. They constituted a comprehensive and universal framework which were endorsed by countries from both North and South and widely supported. The MDGs, therefore, were a statement of aspirations and provided the basis for measuring development effectiveness. They represented a common thread running from the Millennium Summit to the International Conference on Financing for Development to be held in March 2002 in Monterrey, Mexico – where financing for these goals would be discussed – and to the World Summit on Sustainable Development (WSSD), to be held in September 2002 in Johannesburg – where policies to reach those goals would be agreed. The MDGs served as a basis for realigning the work of the United Nations system and development actors, such as members of the Chief Executives Board for Coordination (CEB), including the Bretton Woods institutions and other partners.

238. The Administrator noted, however, that the MDGs should not be seen as a programmatic strategy, nor as a substitute for action on international and financial structures, nor as national development strategies. The MDGs should also not be regarded as a replacement for all the goals and targets adopted at United Nations conferences and summits.

239. The Administrator said that the Secretary-General had asked him to serve as "scorekeeper" for the goals in his capacity as Chair of UNDG. He would also, as requested by the Secretary-General, serve as "campaign manager" for a global campaign to support the MDGs. The UNDG agencies were being asked to help Governments prepare country reports on MDGs in cooperation with partner organizations, civil society and private sector entities. The first four such reports had already been published (on Cambodia, Cameroon, United Republic of Tanzania and Viet Nam) and preparation of another 14 was under way. The reports should be rooted in the country context and avoid a standardized, rigid approach. Local leadership and ownership should be the driving force behind the reports, which should be objective in assessing progress towards the MDGs at the national level and take into account actions by developed countries to facilitate attaining these goals through, for example, trade access, debt relief and foreign investment.

240. On the MDG campaign, the Administrator outlined two clear objectives: (a) to take forward the political will generated at the Millennium Summit into a public debate for support for development cooperation and poverty reduction; and

[1] The agenda for the joint meeting was agreed upon at a joint Bureau meeting held on 9 January 2002. The Bureaux decided that the theme of the joint meeting would be the priorities of the UNDG for 2002 and beyond in response to the triennial comprehensive policy review, with a specific focus on the Millenium Development Goals, CCAs/UNDAFs and harmonization and simplification of procedures. In addition, the bureaux members requested that the joint meeting address the issue of staff safety and security and that the Boards be briefed on the outcome of the Tokyo Conference on Afghanistan. It was also agreed that the Bureau members of the WFP Executive Board would take part in the joint meeting, on behalf of the entire Board.

(b) to stimulate dialogue on the reform of public policy for more "pro-poor" policies.

241. The campaign would cover both developed and developing countries, aiming for as broad a movement as possible, deeply rooted with Governments, civil society organizations (CSOs) and the private sector in each country. The role of the United Nations would be to support, not substitute for, local ownership in the campaign.

Comments by delegations

242. The presentation by the Administrator stimulated an interesting debate. Some delegations focused on the action of the international community to halve poverty through support for economic growth and social development. In that context, the importance of establishing a suitable macroeconomic policy environment and infrastructure to support private sector growth was highlighted. Other delegations stressed that capacity development in developing countries was essential for making development sustainable.

243. Some speakers noted that the MDG theme was a crucial instrument for tackling the public debate on development issues in both developed and developing countries. It was, however, necessary to ensure that the MDG reports were of high quality so that the MDGs would find their rightful place both in the inter-agency context and in intergovernmental forums, such as WSSD. National reports from the United Republic of Tanzania and Viet Nam provided good examples of the harmonization efforts of development partners.

244. A group of speakers linked the MDG discussion to the comprehensive triennial policy review on operational activities , which – thanks to greater efficiency in the delivery of technical cooperation, enhanced coordination within programmes and funds and streamlined rules and procedures – would help to fulfil the MDGs in conjunction with the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF).

245. Several delegations focused on the role of the MDG campaign in arguing for greater development effectiveness and larger amounts of official development assistance. The MDGs should highlight the challenges to developing countries in their external environment, specifically trade and debt. Delegations from developing countries maintained that the local context should be given appropriate weight in MDG reporting. Some countries also cautioned against MDG reporting becoming a new form of conditionality for the delivery of aid.

246. One speaker expressed concern about the role of UNDP as "campaign manager" or "scorekeeper" for the MDGs, adding that perhaps this should be the responsibility of national Governments, rather than any one organization. Another speaker said that monitoring of national goals by each country would help to build capacity. The importance of ensuring that the goals of the United Nations were integrated with the full cooperation of recipient Governments was stressed. Concerning the delegation of authority and monitoring, another speaker felt that this could lead to the loss of institutional identities, which was key for advocacy efforts. It was suggested, therefore, that the United Nations consider the establishment of its own "identity". The Administrator clarified that its role in monitoring the goals was in no way meant to detract from the role of the United Nations in capacity-building and that there was no new mandate. Part of the

mission was to assemble data/statistics at the national level. Within the overall mandate of the General Assembly, the Secretary-General had given UNDG and UNDP the task of leading country team support in data collection. The Deputy Executive Director of UNFPA added that guidelines had been developed for the country teams in working with national Governments and that collaboration in monitoring by all involved was crucial. The Assistant Executive Director of WFP added that it was important to realize how poor statistics were in many regions. The level of information available at the central level did not always reflect the situation at the local level, and much investment was needed in that sector to allow for accurate monitoring of progress towards the MDGs.

247. The Administrator of UNDP acknowledged the support of many countries that had assisted in the development of the MDG framework and reporting methods. He emphasized that he looked forward to strong support from the regional commissions and from the United Nations Department of Economic and Social Affairs at the regional and global levels, especially with reference to statistical methods and information. The Administrator also noted that the preparation of MDG reports and the campaign would require a partnership with the other United Nations specialized agencies, funds and programmes and with the Bretton Woods institutions, as well as with civil society and the private sector. In that context, he saw a division of labour taking place whereby the Bretton Woods institutions would focus on macroeconomic policy issues and the United Nations would help monitor MDGs. It was important to note the conceptual and policy links between the poverty reduction strategy papers (PRSPs), MDGs and UNDAF. The Administrator also stated that the MDGs would not be the sole strategy and would not undercut work on achieving goals of other United Nations conferences dealing, for example, with reproductive health and food security.

248. The other members of the panel commented on the relevance of the MDGs to their work. The Executive Director of UNICEF said the MDGs were already being reflected in the UNDAFs and therefore by extension in the country programmes of the different agencies. The MDGs were entirely consistent with the medium-term strategic plan (MTSP) that had been adopted by the UNICEF Executive Board in December 2001. The MTSP focused on five overriding global goals and UNICEF would report on progress in those areas. In terms of the agencies working together to support capacity-building, she said that the database used by the Government of the United Republic of Tanzania for its MDG report had originated in a database originally developed by UNICEF in Nepal and India and subsequently modified by UNDP and UNICEF. Now six other Governments in Africa were using the database, which they had modified to suit their own specific needs, with support from the two agencies. The Assistant Executive Director of WFP said that the MDGs helped to strengthen the Programme's focus on the poor. For example, WFP had developed vulnerability analysis mapping, which, instead of general statistics at national level, provided information on the food situation at the regional and district levels and helped to target the poorest. Another important issue was the question of how relief and rehabilitation affected development. The UNDG agencies were engaged in this dialogue in conflict areas, particularly the Sudan, the Great Lakes region of Africa and Afghanistan. The Deputy Executive Director of UNFPA agreed with the delegations which had expressed concern about the lack of a specific goal of access to reproductive health services as part of the MDGs. The UNDG had discussed the issue and requested country teams to include access to reproductive health services as an indicator in their country reports.

Concluding remarks

249. The President of the Executive Board of UNDP and UNFPA indicated that including the MDGs on the agenda of the joint session of the Executive Boards had been beneficial. The MDGs clearly represented a common framework for the work of UNDG. The consensus arising from the discussion was that the MDGs were not a replacement for a development strategy but were designed to measure progress and to help assess the effectiveness of aid.

250. The President emphasized that discussing the MDGs was not a mere statistical exercise but an important framework on which to build a set of goals that could actually drive the debate at all possible levels: globally; nationally, not only in developing countries but also in the developed world; and corporately, on the role the United Nations system had to play in realizing the MDGs. Many delegations highlighted the importance of the International Conference on Financing for Development and the WSSD as one single chain of events that should be carefully considered in an integrated manner.

251. Some delegations stressed the importance of ownership and the country context with regard to efforts by developing countries at the national level. As the Administrator noted, a standardized, rigid approach would not work. The issue of capacity development was underscored.

252. The President indicated that the debate should also be undertaken at the national level in developed countries, where it would be necessary to address the general public and structure the debate around the contributions that the developed world had been making towards realizing the MDGs. It was in developed countries, he stressed, that UNDP would have to fight aid fatigue, where the MDGs served the very important purpose of driving the debate. In addition, the debate should not be confined to UNDG but should be extended to the CEB, international financial institutions and the World Trade Organization.

Common country assessments and United Nations Development Assistance Frameworks

Introduction by Deputy Executive Director, UNFPA

253. The item was introduced by Deputy Executive Director, UNFPA, who said that the CCA and UNDAF were the backbone of the work of the entire United Nations development system. He cited the recent General Assembly resolution on the triennial policy review of operational activities for development (resolution 56/201 of 21 December 2001), which called upon all United Nations organizations to enhance their coordination and collaboration and affirmed the important roles played by these two instruments, with the CCA serving as a common analytical instrument and the UNDAF providing a common planning framework.

254. The CCA and UNDAF had already become an integral part of the programming processes of UNFPA, UNDP and UNICEF, he said, and steps were being taken to ensure that they led to more collaborative programme development and ultimately formed the basis for individual country programmes. Yet there

remained considerable room for improvement in the quality and strategic focus of the CCA/UNDAF process, and the agencies had taken steps towards this goal in 2001. The CCA/UNDAF Learning Network had intensified its work to identify and share good practices. Participants at a meeting of regional programme structures organized by the United Nations Development Group Office (UNDGO) in December had discussed ways to involve the regional offices of the UNDG agencies in the CCA and UNDAF processes.

255. UNDG members recognized the need to improve the preparatory process and quality of the CCA and UNDAF and had made this a priority, he said. The agencies were exploring ways to strengthen the capacities of their country offices in that area and to ensure adequate support from the regional level. An inter-agency task force had been charged with revising the CCA and UNDAF guidelines. In the spirit of resolution 56/201, the task force would ensure that the revision process was inclusive, seeking the views of relevant United Nations bodies, member States and country team members. It was expected that the revised guidelines would be completed and approved by April 2002, and would include the integration of early warning and preventive measures as well as the MDGs.

Comments by delegations

256. Delegations recognized the enhanced collaboration and integration that the CCA/UNDAF had facilitated to date, not only among United Nations agencies but also with national Governments, the World Bank, bilateral donors and other development partners. There was consensus that development cooperation should be based on the poverty reduction strategies, including PRSPs and that the CCA/UNDAF should serve as a means of achieving this alignment, with the CCA leading the way and the UNDAF serving as a country-level United Nations business plan that defined how UNDG members planned to collaborate with national Governments, with each other and with external partners to support poverty reduction goals. There was also a call for UNDG agencies to intensify further collaboration and coordination of activities, particularly at the country level and in emergency situations. One delegation expressed disappointment with the low number of UNDAFs prepared so far and wanted to know how existing ones were being implemented. Another spoke of the need for greater flexibility and suggested that more resources needed to be set aside at the country level to improve the quality of the documents. One delegation said it was pleased with the emerging quality of the CCA/UNDAF but wanted to hear more about its role and impact, to understand how it contributed to better understanding of country situations. This was echoed in the comments of another delegation, which asked for concrete examples of how data gathering and assessments carried out by one agency could be effectively shared with and used by another.

257. Several delegations remarked on the need for stronger national ownership of the CCA/UNDAF process, citing similar findings in the Nordic assessment carried out in 2001. They said that programme countries must take the lead in identifying their own development needs as well as possible strategies for meeting them. The Resident Coordinator system was singled out as one of the best ways to enhance the involvement of national Governments in their own development planning, and calls were made to strengthen that system even further. Finally, there was concern

that the UNDAF might just be increasing workloads and adding another layer of bureaucracy.

258. The Deputy Executive Director of UNFPA agreed that better quality of analysis and strategic thinking were needed, and that UNDG members must enhance the capacities of their country teams to harmonize their activities with those of the World Bank and national development partners. He acknowledged that flexibility was important and that the CCA was not always necessary if some other type of suitable assessment already existed. The message to country teams, however, was now clear: the CCA/UNDAF process was no longer optional. UNDG agencies would now review programmes according to the CCA/UNDAF and they expect tremendous improvement in the quality of those documents.

259. The Executive Director of UNICEF said she understood the call for more UNDAFs but stressed the importance of drawing lessons from existing ones. Although the CCA process could be somewhat more flexible and all UNDG members were looking to see which elements of their procedures were no longer necessary, the MDGs were about poverty and social development while PRSPs were often heavily focussed on economic development. Since the CCA and UNDAF addressed the more social side of development, it was important to make sure the MDGs were built into the CCA and the UNDAF to better reflect what needed to be done.

260. The Assistant Administrator of UNDP said that improved communication was the best way to encourage greater national ownership of the CCA/UNDAF process. Broader ownership was needed within the United Nations system as well. Responding to concerns about increased workloads because of the UNDAF process, he said that while the concerns were well founded, the benefits of greater coordination among UNDG members would eventually outweigh the costs.

261. The Assistant Executive Director of WFP said that the Programme was fully committed to CCA/UNDAF and to sector-wide approaches in general. However, UNDG members must be realistic; sometimes joint programming was possible and sometimes it was not. He then offered an explanation as to why ownership of the CCA/UNDAF process by national Governments was not as strong as some might hope. The process was introduced at the same time that core funding was being reduced, so Governments were being asked to do more work with less financial assistance.

Concluding remarks

262. The President of the UNICEF Executive Board summarized the major points of the discussion. He began by listing some of the advantages of the CCA/UNDAF, saying that these instruments: (a) unified the response to a particular country situation, and were extremely useful for the United Nations as well as for bilateral donors and other international organizations; (b) provided a national context for the MDGs; (c) served as the United Nations business plan with regard to national poverty reduction strategies, including PRSPs ; (d) allowed for synergies and sharing of experiences among United Nations; and (e) constituted a dynamic, ongoing process that allowed for the accumulation of lessons learned. The challenges that lay ahead included: (a) the need for more work to ensure greater convergence of the CCA/UNDAF with poverty reduction strategies; (b) the instruments must be reflected in more measurable terms, to

allow for monitoring of progress and implementation; (c) ownership must be strengthened at the local level and within the United Nations system; and (d) greater collaboration was needed at all levels, particularly at the country level.

Harmonization and simplification of procedures

Introduction by the Executive Director of UNICEF

263. The Executive Director of UNICEF said that this joint meeting provided a unique opportunity for so many of the key stakeholders in the UNDG development partnership to have an interactive dialogue. It was clear from the earlier discussion that the United Nations, and the UNDG agencies in particular, were responding to the challenges presented in the Secretary-General's reform initiatives, to the call of Member States in the triennial policy review and to the directions established by the individual Executive Boards.

264. She said that in addition to bringing together key United Nations development partners in the broader context of UNDG and UNDG Executive Committees, including important specialized agencies, the organizational structure of the UNDG also provided a platform for active dialogue and collaboration with the World Bank. Through the CCA, an analytical framework had been established in 93 countries, the UNDAF had become the basic tool for programme planning in 48 countries, and United Nations Houses had been established in 46 countries. There was an improved resident coordinator selection process, and mechanisms were now in place to evaluate performance, monitor and share results, and discuss future directions. She stressed the importance of the international consensus on development goals and targets that had emerged around the Millennium Declaration and the outcomes of other major international conferences, including the 1990 World Summit for Children and the upcoming General Assembly Special Session on Children.

265. The Executive Director acknowledged that while progress had been made in harmonization and simplification, the potential existed for further increases in efficiency and effectiveness. Significant achievements had been made in the following areas: common budget formats and budget terminology; agreement on key definitions and modalities for joint and collaborative programming; and common guidance on key areas of country-level coordination. To illustrate the last point, she reported that earlier in the week, the UNICEF Executive Board had approved a simplified process for the preparation, consideration and approval of country programmes of cooperation, similar to the one approved by the UNDP/UNFPA Board in 2001. The revised process would reduce the length of time and workload involved in the design of new programmes of cooperation for national authorities and the relevant United Nations agencies while at the same time preserving and promoting a sound programming process. As a result, it was expected that the revised process would help to eliminate overlaps in phasing and reduce duplication among documents, factors that burdened the previous process. Such changes, she said, responded directly to the calls for harmonization and streamlining of programme procedures, and greater strategic focus and results orientation.

266. She said that while the broad structures of CCA/UNDAF were well established, it was now time to focus on the details of how the agencies operated

at the country level and how to improve support to Governments. The triennial policy review highlighted the importance of further work in a number of areas where agencies could simplify and harmonize the way they did business, including: decentralization and delegation of authority; financial policies and procedures; procedures for implementing programmes/projects, in particular monitoring and reporting requirements; common shared services in country offices; and the recruitment, training and remuneration of national project staff. Though not a simple task, she stated that it was being undertaken enthusiastically because it made sense and would improve efficiency and effectiveness.

267. The Executive Director then reported on actions being taken by UNDG in response to the resolution on the triennial policy review. The UNDG Executive Committee had recently approved a results-based work plan for 2002 that included, as an important priority, the triennial policy review, and the tasks identified would be carried out primarily through the UNDG Programme and Management Groups. In addition to the priority need to strengthen the country programme processes of CCA and UNDAF, the bulk of the work over the course of the next couple of years would be in the areas of simplification and harmonization of procedures. The process would identify those areas where complexity or lack of harmony in programme modalities and practices constituted an impediment to working together, or where they created constraints to efficiency and effectiveness.

268. In conclusion, she said that an initial programme of work, prepared in consultation with key partners, including Governments, would be presented to the Economic and Social Council at its substantive session of 2002. In the end, success would be determined by improvements in the capacity to deliver services. While the UNDG agencies had to ensure that simplification and harmonization added value to their work, she said that in some areas, it might make more sense to rationalize their involvement and for each one to focus on those areas and approaches where they had a comparative advantage. The UNDG had already begun the process of revising and updating the CCA and UNDAF guidelines, and among the guiding principles for the process was the need to ensure a flexible process that reduced the burden on all partners.

Comments by delegations

269. The Vice-President of the WFP Executive Board said that in view of the mission of WFP to ensure the provision of emergency food to vulnerable populations and to rehabilitate disaster and conflict areas, harmonization with the work of other organizations was essential. On numerous occasions, WFP had stressed the importance of harmonization, and was working to implement the relevant recommendations. He acknowledged that detailed methods might require some changes on the part of the organization, but at the current stage of the reform process in WFP, harmonization could be pursued effectively. In that connection, WFP had created a working group, which would be preparing a note on the overall process for submission to its Board.

270. Delegations recognized the importance of efforts by United Nations operational agencies to harmonize and simplify procedures, as well as the progress made to date. A speaker stated that the Secretary-General's report recognized the need for a real breakthrough in this area. He welcomed the resolutions adopted by the General Assembly, which were especially strong in

advocating for increased simplification and harmonization, and pointed the way forward for years to come. While expressing their support, however, some speakers noted that there was still a lot of work to be done. For example, there was a need for more coherence in efforts by the United Nations, especially in view of the overall reduced level of regular resources. In that connection, one delegation urged the funds and programmes to accelerate efforts to reduce costs. A speaker raised a question about whether harmonization procedures were flexible enough, bearing in mind the differences in country situations. While recognizing the benefits of harmonization, another speaker wanted to know why the process was being implemented through the triennial policy review. Since harmonization and simplification were only the means to achieve the goals, success would be determined by the improved ability to deliver services.

271. Another speaker reported on his Government's involvement in the harmonization of donor procedures, in cooperation with the World Bank and other donors. It was important, he said, for United Nations agencies to participate in wider forums and he wanted to know about plans in this area. The Executive Director of UNICEF replied that generally speaking, harmonization and simplification remained within the broader United Nations context, and that its membership would continue to expand. Concerning the range of donor procedures, she said that this needed to be looked at as well. The Deputy Executive Director of UNFPA reported that consultations had been held with the World Bank, the Bretton Woods institutions, bilateral agencies and regional development banks. There was also scope for working more closely with the Organisation for Economic Co-operation and Development/Development Assistance Committee.

272. Many interventions addressed the harmonization of programme cycles and the programme approval process. Several delegations commented positively on the recent approval by the Executive Boards of UNICEF and UNDP/UNFP of their programme approval processes, and encouraged other organizations to join in this effort, which would facilitate work for all partners. One speaker also said that to further improve the process, perhaps the rules and procedures should also be harmonized, although there could be some flexibility in this regard. A delegation remarked that WFP was not following the harmonization of programme procedures as closely as the other funds and programmes, and asked whether this situation would change. The Executive Director of UNICEF responded that UNDG was not in a position to tackle all of the issues in the area of administrative procedures and personnel policies, but had begun to look for some harmonization in those areas. They would be reviewing this systematically with senior staff to determine where streamlining was possible. Specifics would be provided at a later date. The President of the WFP Executive Board, who was also chairing this part of the meeting, assured delegations that WFP followed developments in New York very closely, but that it had to report to both the United Nations and FAO. Its Executive Board, however, approved its procedures. The Assistant Executive Director of WFP added that the organization was fully involved in all areas of harmonization through its liaison office, and that WFP would review what could and could not be harmonized and how. Regarding the timing, he said that there were specific requirements for interfacing with FAO. However, there were no problems with anything internal to the WFP secretariat.

273. Speakers placed particular importance on the discussion of the programme of work for simplification and harmonization. According to the relevant resolution, the Executive Boards of the funds and programmes were to be

involved in the process, and a delegation wanted to know how this interaction between agencies and governing bodies would function. The same speaker wanted to know how to ensure that progress was made and how it should figure on Board agendas. In response, the Executive Director of UNICEF said that the Executive Boards of the funds and programmes would be engaged through their annual reports to the Economic and Social Council. The secretariats would have to submit any proposed changes to their Boards for approval.

274. On the institution of joint meetings of the Executive Boards, one speaker said that the present meeting showed that scheduling a whole day for deliberations was warranted. He said that next year, preparations for the meeting, i.e. the agenda and any background papers, should begin well in advance. The joint meeting was an ideal forum for the discussion of issues such as harmonization and simplification. It was suggested that legal formalities be explored as the joint meeting had no decision-making role, and that perhaps delegations should be able to make recommendations. The Executive Director of UNICEF said that it was up to Member States to bring the issue of joint Board sessions to the attention of the Economic and Social Council, including its role. The identification of appropriate subject matters for a joint session might prove difficult in view of the different mandates of each of the funds and programmes.

275. On the subject of joint offices, one delegation remarked that where agencies had small programmes there seemed to be a fear of a loss of identity, and asked whether any thought had been given to this concern. Another speaker supported the rapid implementation of common premises or a United Nations House. He highlighted joint work in his country and two others, especially in the aftermath of Chernobyl, and appealed to the funds and programmes to continue efforts to implement the United Nations strategy there. The Executive Director informed that UNDG was embarking on a feasibility study on joint offices.

276. A delegation suggested that the funds and programmes consider joint field visits by their Executive Board members. The same speaker also called for better inter-agency coordination and wanted to know what was envisaged to streamline the process. The need for joint evaluations was also stated. While agreeing with the notion of joint field visits, the Executive Director of UNICEF felt that they would focus more heavily on coordination issues, with programmatic matters of secondary concern. It might be possible, however, to organize joint field visits by board members that took both into account.

277. The modification in the resident coordinator system was welcomed. The view was expressed that this would lead to improved competency of candidates and, hopefully, to an increase in the number of women candidates.

278. Several speakers raised the issue of financial reporting. Concern was expressed that the use of different software and rules could lead to high transaction costs. Another speaker stressed that the goal was to reduce costs while maintaining programmatic effectiveness. The Executive Director of UNICEF said that one way to help reduce transaction costs would be to reduce donor reporting, especially for programmes funded from specific-purpose contributions. She said that some progress had been achieved, but more remained to be done. This was an area in which there was a real need for simplification and she urged donors to look at this.

279. Questions were also raised about what was being done in the following areas: (a) harmonization in the area of information technology, especially in terms

of upgrading systems; (b) facilitating staff mobility across organizations; (c) the use of evaluations/lessons learned and of appropriate evaluation methodology, and how to measure the success of UNDAF; and (d) simplifying donor procedures, and sharing of knowledge, methodologies and lessons learned to inform both donors and programme countries alike. Another speaker wanted to know what were the most pressing priorities. Regarding harmonization in the area of information technology, the Executive Director of UNICEF said that it was on the organization's "to do" list. UNICEF had established a New York-based coordination group to deal with the issue. Staff mobility across organizations was already being facilitated by having Resident Coordinators appointed from other agencies and through the Inter-Agency Mobility Programme. She agreed that more could be done in the area of evaluation and sharing of information and technologies, especially reporting on results. Regarding priorities, she said that the Executive Committee had discussed the matter and had identified support for quality and management as two important issues.

Concluding remarks

280. The President of the WFP Executive Board provided a brief summary of the introductory statements. The Executive Director of UNICEF had addressed progress made to date on simplification and harmonization aimed at reducing costs and building national capacity, while stressing government ownership of the process. She also outlined the next steps to be taken by the UNDG, which would be reported to the Economic and Social Council at its substantive session of 2002. The Assistant Executive Director of WFP had outlined the work plan and said that the country programming exercise and review were under preparation. Following consultation, a report would be prepared by October 2002. He added that projects had been developed in 33 countries. The President also noted some of the comments made by delegations during the deliberations, including the need for further efforts in harmonization and simplification, the devolution of authority, staff mobility and shared office space. In their responses, the heads of the agencies said that they were committed to considering the suggestion to hold joint meetings and would work out the modalities. They also agreed that any reports should be prepared well in advance of the meeting. They encouraged their Bureaux to take up those issues.

Staff safety and security

Introduction by Assistant Executive Director, WFP

281. The Assistant Executive Director, WFP, said that while the events of 11 September had called into question the adequacy of security standards world-wide, they should not overshadow the substantial progress made in terms of security by the United Nations in the past year. A series of initiatives begun at inter-agency level had progressed to the General Assembly, resulting in the development of the Minimum Operating Security Standards and Minimum Security Telecommunications Standards; recommendations for improving collaboration on staff security between United Nations organizations and their intergovernmental organization or NGO partners; and the establishment of an inter-agency forum on aircraft safety.

282. Another major accomplishment had been the agreement resulting from a request by the General Assembly in December 2000 asking the Secretary-General and the heads of United Nations agencies to develop effective cost-sharing arrangements for the United Nations security management system. The new arrangements, which would rationalize the deployment of 100 field security officers, had taken effect on 1 January 2002. Since then, the operational agencies had held weekly conference calls with the Office of the United Nations Security Coordinator (UNSECOORD) to determine the best distribution of security resources within the United Nations system. The United Nations and five agencies – UNDP, UNHCR, UNICEF, WFP and WHO – accounted for over 75 per cent of field staff. Based on an agreed formula, of the $53 million in total security-related costs for the biennium, the United Nations would pay $11 million and the other five agencies $31 million, leaving $11 million to be shared by the remaining 21 agencies.

283. In addition, he said, the General Assembly had recently requested the Secretary-General to prepare a comprehensive report on the establishment of a clear mechanism of accountability and responsibility, including scope, depth, common standards and methods of enforcement, in an inter-agency structure. The members of the High-Level Committee on Management (HLCM) had defined terms of reference for the establishment of a robust governance mechanism to ensure that adequate staff security was managed effectively within the United Nations system.

284. Real accountability rested with the perpetrators of crimes against humanitarian workers, he said. Since 1992, United Nations agencies had lost 204 civilian staff to violence and today, staff continued to be detained, attacked or killed in the exercise of their duties. Member States and the agencies must continue to advocate in all forums that host Governments exercise their responsibility to ensure the safety and security of humanitarian workers and to bring perpetrators to justice. The question of the neutrality of staff must be kept in mind. United Nations staff needed protection by States as well as by their own security officers. There must be a culture of protection of United Nations humanitarian personnel, in terms of a legal framework but also within communities.

285. A representative of UNSECOORD said that good security required adequate resources. Given the recent changes to the management, structure and resources of its security, the United Nations was now in a position to do a better job in this area. The result would save the lives of staff members, six of whom had been killed last year.

286. A speaker said that good security depended on close cooperation between all agencies on the ground. A flexible approach was needed, but each agency did not need its own full-blown security apparatus. The system needed clear and open communication, with well-defined lines of responsibility and accountability. She asked what mechanisms were being developed or had been put in place in response to the request for the report on accountability. Another stressed the accountability of host Governments and said that the United Nations must do everything possible to allow its staff work in safety. One problem was the chronic mistrust of United Nations staff and NGOs in some communities. She welcomed the increased attention to the issue by the Security Council, the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions. A third

delegation added that the Sixth Committee was also working to strengthen the Convention on the Safety of United Nations and Associated Personnel.

287. The representative of UNSECOORD said that the present system of accountability was a documented policy detailed in the Field Security Handbook, with the Secretary-General ultimately accountable. A Designated Official in each duty station, responsible for all staff members, met frequently with the Security Management Team, including the heads of agencies, in the duty station. UNSECOORD was preparing a proposal to strengthen this system, which would be presented first to the February inter-agency meeting and then to other bodies, including the HLCM, for final approval. The Assistant Executive Director, WFP, said that issue of accountability must be widened so that the authors of crimes against staff could be brought to justice.

288. The Deputy Executive Director, UNFPA, said he understood from personal experience how important the issue was, having been attacked himself and also having had to negotiate for the safety of staff during his career. It was important to have good support and communication and to use good judgement. He stressed that local staff often helped to saved the lives of international staff and themselves needed proper support. The Executive Director, UNICEF, stressed the changing environment in the world, which was marked by internal conflict, less respect for humanitarian workers and killings and abductions that happened with impunity. In this context, the safety and security of its staff must be central to the work of the United Nations. The agencies took seriously the issue of accountability, but needed the ability to make decisions at field level, where they often had to be made quickly. The Administrator, UNDP, said that the heads of all the agencies felt deeply about this subject and had long been troubled by the lack of resources. As the United Nations was embarking on a major mission in Afghanistan, these issues would become even more important.

Summary by the President

289. Summarizing the discussion, the President of the UNICEF Executive Board said there was strong consensus to address the problem of staff security, with the most important bodies of the United Nations taking a stand on it. These included the Security Council, the General Assembly and now the Executive Boards of the funds and programmes, which were part of the Economic and Social Council. The discussion had raised a wide variety of issues, including:

(a) The question of responsibility, with the host country bearing prime responsibility for the safety of United Nations personnel;

(b) The question of accountability, which would require further discussion, based on the report of the Secretary-General that was under preparation;

(c) The issue of financing and who would bear the costs for improved security, and whether this would be from regular budget or alternate mechanisms;

(d) There was a complex system of cooperation involved, not only within the United Nations system but with the Governments of host and donor Governments;

(e) The decisions to be taken on the institutional structure within the United Nations and any necessary changes to that system.

Other matters

Briefing on the Tokyo Conference on Afghanistan

290. The Administrator, UNDP, briefed the Executive Boards about the International Conference on Reconstruction Assistance to Afghanistan, which had taken place in Tokyo on 21-22 January. He said that the Conference had been an extraordinary success for the entire United Nations family, marked by high-level attendance and strong support from donors, with a total of $1.8 billion pledged for the first year and $4.5 billion in multi-year pledges. The Conference, which had focused on recovery and reconstruction because immediate humanitarian needs were covered by other appeals, had raised a number of issues about the recovery effort. First, given concerns of the Interim Administration about time, follow-up would be critical. There was also some scepticism among donors about the plausibility of the recurrent costs cited by the Interim Administration, as well as questions about how money much the new Government could plausibly spend well. The UNDG, the Asian Development Bank, the World Bank and some donors had argued that peace-building was more than the sum of a group of projects. The critical link was to restore trust in the central Government, because projects alone would not substitute for the Government meeting the needs of its people. The relationship between government and people was at the heart of peace-building in Afghanistan.

291. Security was one of the most critical and most difficult development challenges and a major concern to all Afghans, he said. They wanted law and order in their villages, community policing and a justice model. Other priorities were to get children back to school by 21 March; the recovery of the agricultural economy; the creation of economic activity in the form of public works – a "peace dividend"; and demobilization, demining and the return of refugees.

292. From the perspective of the United Nations, he said, the Conference had ensured for the first time that there was adequate focus on and funding for relief and reconstruction. It was the first time that the gap between the two had been bridged successfully. There were two sides to the peace building effort, and Mr. Lakhdar Brahimi, Special Representative of the Secretary-General for Afghanistan, would work with the Interim Administration, which would be in charge of the entire process, consulting on such issues and priorities as programmatic frameworks and the use of the Trust Fund. Decisions about development thus would not be politicized. The Secretary General's appointment of Nigel Fisher of UNICEF as Deputy Special Representative for Humanitarian Affairs in Afghanistan was especially welcome because he had a mandate for coordinating developmental and humanitarian operational activities.

293. In closing, he mentioned the wide-ranging support from traditional and non-traditional donors at the Tokyo Conference, citing contributions from Saudi Arabia, India, Pakistan and the Islamic Republic of Iran as examples of south-south cooperation.

294. Delegations expressed appreciation for the renewed commitment by the United Nations and by donors to Afghanistan, stressing, however, that peace still had not been secured and that the international community had to support the political process to ensure security in the country. One delegation said that the refugee dimension must not be forgotten, given the large number of refugees in neighbouring countries. The speaker expressed the hope that efforts to rebuild Afghanistan following over two decades of devastation would lead to an atmosphere of peace and security. Reconstruction of the ruined infrastructure was

a concrete action that would contribute to strengthening the central Government. Intensified international cooperation would be required to materialize the reconstruction plans. Another speaker said that the cooperation between United Nations agencies and the amount of resources pledged was impressive. However, her country knew from experience that once the acute emergency phase of a disaster was over, a lot of the impetus could be lost. A delegation stressed the importance of ongoing coordination of United Nations activities, and that the coordination framework should include the United Nations Office for Drug Control and Crime Prevention.

295. The Administrator, UNDP, said the United Nations must deliver on its pledges and make sure they are translated into programmes. Information would be provided through the internet, in cooperation with the Interim Administration, thus ensuring the ownership of the Interim Administration. He thanked the Government of Japan for its support, and expressed special thanks to Mrs. Sadako Ogata, former United Nations High Commissioner for Refugees, who had chaired part of the Conference.

Tribute to Catherine Bertini

296. The Executive Director, UNICEF, paid tribute to Catherine Bertini, Executive Director of WFP, who would be leaving that position at the end of her term in April. She said that Ms. Bertini, who was a fellow New Yorker, had provided strong and effective leadership for WFP, which was now the world's largest humanitarian agency.

Annex: decisions adopted

2002/1
UNDP contribution to the United Nations system strategic plan for HIV/AIDS for 2001-2005

The Executive Board

1. *Supports* the overall strategic directions and areas of focus of the response of UNDP to HIV/AIDS, as co-sponsor of UNAIDS and supports country-level action to implement the Declaration of Commitment adopted by Member States at the special session of the General Assembly on HIV/AIDS on 27 June 2001;

2. *Welcomes* the UNDP contribution to the United Nations system strategic plan for HIV/AIDS for 2001-2005 (DP/2002/3);

3. *Endorses* the overall approach of UNDP to its role as coordinator of the United Nations system activities at the country level, through existing United Nations mechanisms and the United Nations Development Assistance Framework and through its partnership with all United Nations organizations, non-governmental organizations and the private sector in response to the HIV/AIDS crisis;

4. *Calls for* the mobilization of additional financial resources, from all sources, to enable UNDP to implement its HIV/AIDS strategy, meet its obligation as UNAIDS co-sponsor, and effectively support national efforts to achieve the time-bound goals and targets set forth in the Declaration of Commitment adopted by Member States at the special session of the General Assembly on HIV/AIDS;

5. *Stresses* the importance of implementing the present decision in compliance with the Declaration of Commitment adopted by Member States at the special session of the General Assembly on HIV/AIDS.

1 February 2002

2002/2
UNDP-UNOPS relationship

The Executive Board

1. *Welcomes* the note of the Secretary-General contained in document DP/2002/CRP.5 and the conference room paper submitted jointly by UNDP and UNOPS (DP/2002/CRP.4);

2. *Encourages* UNDP and UNOPS to work in the spirit of partnership and complementarity as spelled out in document DP/2002/CRP.4;

3. *Endorses* the proposals in the note of the Secretary-General contained in document DP/2002/CRP.5;

4. *Reiterates* the need for UNOPS to operate on a full cost-recovery basis as recommended in the evaluation of the relationship between UNDP and UNOPS (DP/2000/13);

5. *Stresses* the importance of UNOPS not entering into fundraising activities of any nature;

6. *Stresses* that UNOPS is a service provider to the organizations of the United Nations system, including the Bretton Woods institutions, and through them, to Governments, non-governmental organizations and the private sector of recipient countries when requested or agreed to by the United Nations agency concerned;

7. *Underlines* the role of the Executive Board in providing policy guidance for and supervision of UNOPS and reaffirms the importance of allocating sufficient time for UNOPS-related matters during the UNDP segment of the UNDP/UNFPA Executive Board;

8. *Urges* the Administrator and the Executive Director to ensure that the recommendations for operational improvements as contained in the document DP/2002/CRP.5 are implemented without delay and *requests* that they submit to the Executive Board at its annual session 2002 a detailed report on the progress achieved, including on the functioning of the Management Coordination Committee and the working group;

9. *Requests* UNDP and UNOPS to explore issues and opportunities involving the Inter-Agency Procurement Services Office and to report to the Executive Board on this issue at its annual session 2002.

1 February 2002

2002/3
Future arrangements for the UNFPA Technical Advisory Programme

The Executive Board

1. *Endorses* the proposed option for the UNFPA Technical Advisory Programme (DP/FPA/2002/3)

2. *Authorizes* the Executive Director to commit an amount of $76 million over the four-year period 2002-2005 for its implementation;

3. *Requests* the Executive Director to submit to the Executive Board at its annual session 2003 a report on a monitoring and evaluation system of the Technical Advisory Programme;

4. *Also requests* the Executive Director to submit to the Executive Board at its second regular session 2004 a mid-term review on the Technical Advisory Programme.

5 February 2002

2002/4
Overview of decisions adopted by the Executive Board at its first regular session 2002

The Executive Board

Recalls that during the first regular session 2002, it:

Item 1
Organizational matters

Elected the following members of the Bureau for 2002:

President:	H.E. Mr. Dirk Jan van den Berg	(Netherlands)
Vice-President:	H.E. Ms. Noemí Espinoza Madrid	(Honduras)
Vice-President:	Mr. Hazem Fahmy	(Egypt)
Vice-President:	Mr. Bali Moniaga	(Indonesia)
Vice-President:	Dr. Jana Simonová	(Czech Republic)

Approved the agenda and work plan for its first regular session 2002 (DP/2002/L.1 and Corr.1 and 2), as orally amended;

Approved the report of the annual session 2001 (DP/2001/20);

Approved the report of the second regular session 2001 (DP/2002/1);

Approved its annual work plan 2002 (DP/2002/CRP.1);

Agreed to the following schedule of future sessions of the Executive Board in 2002:

Annual session 2002: 17 to 28 June 2002 (Geneva)
Second regular session 2002: 23 to 27 September 2002

UNDP segment

Item 2
UNDP Business Plans, 2000-2003

Took note of the update on the role of UNDP in crisis and post-conflict situations: organizational changes (DP/2002/CRP.3);

Took note of the report on the UNDP Business Plans, 2000-2003 (DP/2002/CRP.2);

Item 3
Country cooperation frameworks and related matters

Approved the following regional cooperation frameworks:

Second regional cooperation framework for Africa DP/RCF/RBA/2

Second regional cooperation framework for Latin America and the Caribbean	DP/RCF/RLA/2
Second regional cooperation framework for the Arab States	DP/RCF/RAS/2
Approved the following country cooperation frameworks:	
Second country cooperation framework for Angola	DP/CCF/ANG/2
Second country cooperation framework for Eritrea and Corr.1	DP/CCF/ERI/2
Second country cooperation framework for Gabon	DP/CCF/GAB/2
Second country cooperation framework for Ghana	DP/CCF/GHA/2
Second country cooperation framework for Guinea	DP/CCF/GUI/2
Second country cooperation framework for Namibia	DP/CCF/NAM/2
Second country cooperation framework for Rwanda	DP/CCF/RWA/2
Second country cooperation framework for Sao Tome and Principe	DP/CCF/STP/2 and Corr.1
(French only)	
Second country cooperation framework for South Africa and Corr.1	DP/CCF/SAF/2
Second country cooperation framework for Lao People's Democratic Republic	DP/CCF/LAO/2
Second country cooperation framework for the Republic of Korea	DP/CCF/ROK/2
Second country cooperation framework for the Philippines	DP/CCF/PHI/2
Second country cooperation framework for Kuwait	DP/CCF/KUW/2
Second country cooperation framework for Morocco	DP/CCF/MOR/2
Second country cooperation framework for the Syrian Arab Republic	DP/CCF/SYR/2
Second country cooperation framework for Tunisia	DP/CCF/TUN/2
Second country cooperation framework for the United Arab Emirates	DP/CCF/UAE/2
Second country cooperation framework for Yemen	DP/CCF/YEM/2
Second country cooperation framework for Albania	DP/CCF/ALB/2
Second country cooperation framework for Bulgaria	DP/CCF/BUL/2
Second country cooperation framework for Ukraine	DP/CCF/UKR/2
First country cooperation framework for Yugoslavia	DP/CCF/YUG/1
Second country cooperation framework for Guyana	DP/CCF/GUY/2
Second country cooperation framework for Haiti	DP/CCF/HAI/2
Second country cooperation framework for Jamaica	DP/CCF/JAM/2

Second country cooperation framework for Paraguay DP/CCF/PAR/2

Took note of the extensions of country cooperation frameworks (DP/2002/8);

Approved an independence bonus for Yugoslavia;

Item 4
UNAIDS

Adopted decision 2002/1 of 1 February 2002 on the UNDP contribution to the United Nations system strategic plan for HIV/AIDS for 2001-2005;

Item 5
Special funds and programmes

Took note of the report on UNDP activities financed by the Global Environment Facility and the Montreal Protocol (DP/2002/4);

Item 6
Evaluation

Took note of the annual report of the Administrator on evaluation (DP/2001/26);

Took note of the report on the evaluation of non-core funding resources (DP/2001/CRP.12);

Took note of the report on the evaluation of direct execution (DP/2001/CRP.13);

Adopted decision 2002/2 of 1 February 2002 on the UNDP-UNOPS relationship;

Joint UNDP/UNFPA segment

Item 7
Recommendations of the Board of Auditors 1998-1999

Took note of the reports on implementation of the recommendations of the Board of Auditors for the biennium 1998-1999 for the United Nations Development Programme (DP/2002/5), the United Nations Population Fund (DP/FPA/2002/2) and the United Nations Office for Project Services (DP/2002/6);

Item 8
Reports to the Economic and Social Council

Took note of the reports of the UNDP Administrator (DP/2002/7) and the UNFPA Executive Director (DP/FPA/2002/1) to the Economic and Social Council and agreed to transmit them to the Council with comments made thereon;

UNFPA segment

Item 9
Technical Advisory Programme

Adopted decision 2002/3 of 5 February 2002 on the future arrangements for the UNFPA Technical Advisory Programme;

Item 10
Country programmes and related matters

Approved the following programmes of assistance:

Assistance to the Government of Algeria	DP/FPA/DZA/3
Assistance to the Government of Brazil	DP/FPA/BRA/3
Assistance to the Government of Cape Verde	DP/FPA/CPV/4
Assistance to the Government of the Democratic Republic of Congo	DP/FPA/COD/2
Assistance to the Government of the Dominican Republic	DP/FPA/DOM/3
Assistance to the Government of Gabon	DP/FPA/GAB/4
Assistance to the Government of Guinea	DP/FPA/GIN/5
Assistance to the Government of Haiti	DP/FPA/HTI/3
Assistance to the Government of Honduras	DP/FPA/HND/5
Assistance to the Government of Lao People's Democratic Republic	DP/FPA/LAO/3
Assistance to the Government of Lebanon	DP/FPA/LBN/2 and Corr.1
Assistance to the Government of Malawi	DP/FPA/MWI/5
Assistance to the Government of Mexico	DP/FPA/MEX/4
Assistance to the Government of Nepal	DP/FPA/NPL/5
Assistance to the Government of Nicaragua	DP/FPA/NIC/6

Assistance to the Government of Paraguay	DP/FPA/PRY/5
Assistance to the Government of Rwanda	DP/FPA/RWA/5
Assistance to the Government of South Africa	DP/FPA/ZAF/2
Assistance to the Government of the United Republic of Tanzania	DP/FPA/TZA/5
Assistance to the Government of Togo	DP/FPA/TGO/4
Assistance to the Government of Yemen	DP/FPA/YEM/3
Assistance to the Government of Zambia	DP/FPA/ZMB/5

Item 11
Other matters

Listened to the oral report of the Executive Director of the United Nations Office for Project Services on the provisional financial parameters for the financial year 2001;

Joint meeting of the Executive Boards of UNDP/UNFPA and UNICEF, with the participation of WFP

Held a joint meeting of the Executive Boards of UNDP/UNFPA and UNICEF, with the participation of WFP, on UNDG priorities for 2002 and beyond: a response to the triennial policy review of operational activities for development of the United Nations system.

5 February 2002